

## ACKNOWLEDGMENTS

The comprehensive plan for Cedar Park, Texas, is a road map for the future. It is a plan whose vision was garnered from the citizens of the community and whose implementation will be the responsibility of the many elected officials, volunteers and professional staff who support the community and help focus the future vision.

## The Citizens of Cedar Park

### City Council

#### 1996 to 1997:

Dorthey L. Duckett, Mayor  
Cynthia Long, Place 1, (Mayor Pro-Tem 1996)  
George Denny, Place 2  
Bob Lemon, Place 3, (Mayor Pro-Tem 1997)  
Janet Bartles, Place 4  
Dennis Klein, Place 5  
Cobby Caputo, Place 6

#### as of May 7, 1998:

George Denny, Mayor  
Cynthia Long, Place 1  
Lowell Moore, Place 2  
Bob Lemon, Place 3  
Janet Bartles, Place 4  
Dennis Klein, Place 5, Mayor Pro-Tem  
Cobby Caputo, Place 6

### Planning and Zoning Commission

Danny Bell, Chairman  
Paul Jones, Vice Chairman  
Eldon McGill, Secretary

Bob Martin  
John Payne  
Mike Perez  
Sandy Trujillo

### City Staff

Don Birkner, City Manager  
Nancy Faulkner, City Secretary  
Wes Vela, CPA, Finance Director  
Jane McAdams, AICP, Planning Director  
Sam Roberts, P.E., Public Works Director  
Jim Rodgers, Parks and Recreation Director  
Pauline Lam, Library Director

Rob Packheiser, Building Inspections Director  
Bob Young, Chief of Police  
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# City of Cedar Park Comprehensive Plan

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## 1.1 INTRODUCTION

The comprehensive plan reflects the goals and visions of Cedar Park's citizenry, its property owners, and elected officials. Its purpose is to be the guide from which to face the future. The intent of the plan is to create a mechanism from which decisions can be made that will shape Cedar Park 10, 20, 30 years or more into the future.

Cedar Park's comprehensive plan is not only a collective vision of what the community can be, it is also a long range statement of public policy. The plan is a guide to address opportunities and concerns voiced by the community as well as a tool to help preserve the quality of life elements identified during the public forums.

The development of the plan melds community vision into statements of public policy, thus addressing the development of physical elements within Cedar Park such as transportation, infrastructure, housing and open space. Suggested distribution and alignment of land uses as well as their future development are also outlined in the plan.

The ultimate test of Cedar Park's comprehensive plan is the ability to look dramatically into the future as a response to the direction set forth during the community goal setting sessions. The plan's goals, objectives and policies were shaped after garnering significant input from the citizens of Cedar Park and will help future decision makers create a livable hometown community where people work, live and recreate.

Once adopted, the comprehensive plan becomes Cedar Park's official public policy to guide decisions related to growth, quality of life and capital investments. Future decisions must be weighed against the plan; yet, the plan must be flexible enough for amendment of detailed proposals requiring in-depth analysis and decision. The plan is not static but rather dynamic, requiring consistent review and update.

To indeed be Comprehensive, the plan must be:

- An expression of the development goals, objectives, policies and criteria for Cedar Park's physical growth;
- A decision-making tool whereby proposals for land use can be evaluated on a day-to-day basis in the context of the City's development goals;
- A clearly stated development strategy that serves as a framework for identifying and prioritizing key projects for implementation by both private and public sectors;
- A flexible instrument able to adjust to changing conditions over time;
- Easy to use by the general public, community leaders and potential investors in real estate development; and
- The framework for zoning ordinances and regulatory instruments which must be designed as implementation tools to achieve the goals of the Plan.

It is safe to conclude that Cedar Park's growth is rapidly changing the pastoral landscape of Southwest Williamson County. The leadership of Cedar Park, one of the fastest growing communities in the State of Texas, recognizes the incredible pressure on its social, cultural and physical structure. The City Council has commissioned a comprehensive plan to help position the community for the future while maintaining a quality of life and environment that has been the primary locational asset attracting new citizens to the community.

The community leaders of Cedar Park recognize the need to define their current growth strategies and to begin to think of their community as a viable functioning home town with habitable human spaces and places of interaction and recreational amenities.

They realize that, to protect the quality of life, yet maintain economic viability, the community must grow in a conscious, proactive and planned manner based on a collective vision of Cedar Park rather than by a randomly created form, mandated by minimums.

Cedar Park is responding to a need to accommodate its rapid growth and as part of that preparation for the future has embarked on a comprehensive planning process to develop the plans and guidelines necessary to take advantage of the opportunities afforded by the growth, yet preserve the unique quality of life within the region. It is in the realization of this balance between managing anticipated growth and sustaining the conditions that the citizens of Cedar Park see as their "unique quality of life", which creates the challenge in the preparation of the comprehensive plan for the community's future.

The comprehensive plan establishes the context and intent of the City's development goals and policies. It is in terms of this context that zoning ordinances and land use regulations can have legal standing. Texas law states that zoning regulations must be adopted in accordance with a comprehensive plan.

## 1.2 UPDATING THE COMPREHENSIVE PLAN

The comprehensive plan for Cedar Park should never be considered a finalized document, for the planning of a community is never a finished work. However, with the adoption of the plan, the City has completed one of the primary tools necessary to help make decisions that will guide the growth of the community in the future. The plan was crafted from the vision of the citizens and the leadership of Cedar Park, and incorporates current data compiled by the professional staff of Cedar Park as well as that of the comprehensive plan consultants.

The plan is a dynamic tool and will continue to evolve and develop as new influences, opportunities and constraints occur with the community. Many components which are currently generalized will in time require specific responses and detailed resolutions. The plan therefore is a framework, or chassis from which subsequent decisions can be based. As leadership within Cedar Park changes over time, future leaders will not only have the research (perceptions), analysis (deductions) and synthesis (applications) necessary to implement the comprehensive plan recommendations, but also be able to amend the plan for yet unknown future contingencies.

Therefore, to be most useful as a tool in the decision making process for Cedar Park, the plan must be kept up-to-date and remain a dynamic rather than a static document. Future decisions and changes that effect the community's plan should be documented and amended within the plan as to keep the plan a vital and current guide for Cedar Park's growth.

Though periodic updates will occur throughout the life of the comprehensive review of the document, its goals, objectives and policies should be scheduled so as to validate the logic, direction, and tenets currently within the plan. One of the primary goals of Cedar Park's comprehensive planning process is to manage future growth in the community in a way which safeguards, among other assets, the City's "Home Town Character".

Since circumstances, relating to the use of land and services in the City, are sensitive to market and economic forces, they are likely to change over time. Some of these changes can be controlled by the City, others are outside its sphere of influence. Therefore the plan and its supporting ordinances are to be flexible tools to respond to inevitable growth and change. Updating the plan is a critical activity if the City is to safeguard its recent investments, and even greater long term investments, in the public and private sectors.

The comprehensive plan should be the subject of review and updating every two years. The process to update should be similar to that recently carried out in the preparation of the comprehensive plan. It should be a process which reestablishes and, if necessary, modifies the goals of Cedar Park through public participation; reaffirms or modifies development strategies and proposes policies, plans and regulations appropriate to changed conditions. Critical to the success of achieving the City's goals and updating the plan is the commitment to monitor development on a continual basis by:

- Advising the Council and developers whether proposed development is compatible with the Future Land Use Plan and the City's goals
- Advising potential developers of the requirements and goals of the comprehensive plan so that their proposals can be as effective as possible in achieving such goals
- Documenting new development on the City map and zoning map once it is approved, using the City's CADD or GIS mapping systems
- Monitoring new development to advise Council on the trends which may affect the City's future
- Advising the Planning and Zoning Commission of development pressure for a specific use and how this might affect the comprehensive plan
- Reviewing and advising the Planning and Zoning Commission on pressures for non-conforming land uses in a specific area. (This may be an indication that current zoning and land use regulations are not

relevant or appropriate to development trends and, if desirable, may require modifications to zoning.)

- Monitoring development in order to advise Council and City staff in advance of potential capital investment needs for infrastructure
- Monitoring City policies to assess their impact in achieving strategies and goals of the comprehensive plan
- Coordinating the detailed development studies recommended in the plan (This coordination will be necessary whether the work is carried out by the City Staff or by outside consultants.)

Without continuous review and monitoring, future updates of the plan may require greater expenditure of financial and human resources than planned for, potential conflict in the administration of the City's affairs, and possible disruption in the process of positive development.

## 1.3 CITY VISION, MISSION AND GOALS

### 1.3.1 City of Cedar Park Vision Statement

**Cedar Park is a safe, family oriented and business friendly Community that makes the best use of all of its resources.**

### 1.3.2 Mission Statement

**The mission is to provide the moral leadership, services, and infrastructure necessary to achieve a safe community and a high quality of life for all our citizens.**

#### **Goals and Pre-Vision Draft Statements**

- **To be a family-oriented, business-friendly, safe, planned, viable, dynamic community that makes the best use of all of its resources**
- **To be a community that people want to live in**
- **To be a community where businesses want to locate**

#### **Ways to Attract Commercial/Retail Development**

- **To attract large employers**
- **To receive periodic reports from Chamber of Commerce**
- **To extend water, wastewater, infrastructure, and roads**

#### **Ways to Ensure City's Ability to Annex Land for Future Growth**

- **To protect current annexation powers**
- **To monitor and communicate with legislature; coordinate with TML and other cities**
- **To develop an annexation policy**
- **To include annexation policies in the comprehensive plan**

### 1.3.3 Goals

- Build a community where residents can do more than just live in their houses, where they can interact socially, economically and politically.
- Maximize Cedar Park's position as the gateway to Lake Travis, the Highland Lakes, and the Hill Country with community charm that welcomes residents and greets visitors.
- Develop Cedar Park as a hub community that is connected in both physical and perceptual ways with other regional towns and with the outlying Hill Country, Lake Travis and Austin metropolitan area.
- Create the mechanisms that help foster a hometown Sense of Place, Sense of Character and Sense of Quality which identifies it as a regional destination.
- Establish a viable park/open space system for the City of Cedar Park where residents and visitors alike can enjoy the natural beauty of the Hill Country while benefiting from the community as a vibrant place to live.



- Formulate a viable mix of housing types that will successfully diversify the housing market of Cedar Park, allowing it to grow into a sustainable community over next 20-30 years.
- Create or develop a viable community/town center that will help foster a sense of place and create an identity for Cedar Park.
- Find ways to keep taxes competitive with surrounding areas and simultaneously maintain infrastructure and City services.
- Develop an appropriate and fiscally sound approach to the long-term plan for Cedar Park's growth. Adopt a fiscal policy which requires a funding source to be identified before a program is adopted.
- Adopt a development plan for Cedar Park to follow for the next 20-30 years that is committed to promoting development that at the same time preserves and enhances the very assets that draw development investment to Cedar Park today.
- Remain focused on long term goals of building an economically, socially and ecologically sustainable city within a regional context.
- Enhance coordination between the Public Works Department, private utility companies and the Planning Department to promote a proactive and comprehensive approach to the development of Cedar Park's utilities and other public infrastructure.
- Develop a viable transportation network and thoroughfare plan that fosters multi-modal mobility, connecting and accessibility throughout Cedar Park.
- Foster the planning and orderly growth of a strong, community oriented town.
- Diversify and broaden the economic base of Cedar Park bring into balance the allocation among single-family, commercial, retail, and industry. At the same time keeping taxes regionally competitive and the quality of City services high.
- Establish a comprehensive land use and zoning strategy that provides a greater diversity of use classifications for convenience and accessibility while preserving neighborhoods through compatibility design standards.
- Establish a comprehensive park/open space system for the City of Cedar Park where residents and visitors alike can enjoy the natural beauty of the hill country evident in Cedar Park, thereby enhancing the marketability and livability of Cedar Park.
- Maintain a police force that can help create a healthy, safe and secure space, which possesses a quality of life where people are happy to live, work and raise their families.
- Provide superior fire and emergency response services for the growing City of Cedar Park and its service areas.
- Attract commercial development to the City limits of Cedar Park.
- Maintain and expand library resources to serve the needs to growing community.
- Maintain quality and expand range of education within the Cedar Park community.
- Plan the City's infrastructure improvements for anticipated population growth over the next 20 years.

- Strike a balance between the workforce needs of Cedar Park's current businesses and the needs of future businesses.
- Improve the tax base of the City by expanding the industrial and commercial base to promote a healthy economic environment which supports existing businesses.
- Protect natural environmental features to enhance the quality of life and allow the City to realize its full economic potential.
- Promote multi-functional use of public and private infrastructure.
- Provide an integrated approach for the efficient management of City resources.

## 1.4 PUBLIC PARTICIPATION

To best address the many opportunities for Cedar Park's future and to identify a list of goals and objectives to help position the rapidly growing community for the future, a multi-tiered public participation process was created. The public participation structure was organized around four distinctive levels of involvement (A through D).

### 1.4.1 The Steering Committee

A group of professionals represented the City and guided the planning effort. This group included the City Manager, Planning Director, Public Works Director, and the City's Chief Financial Officer. Week-to-week involvement with this group was paramount to the plan's development.

### 1.4.2 The Focus Groups

To garner the input from the numerous constituents representing the community of Cedar Park, the planning process identified the following focus groups. Each of the groups assembled represented a distinctive venue or focus and their input was organized accordingly.

- Housing
- Developers
- Parks
- Clergy
- Business and Industrial Leaders
- Municipal Utilities
- Economic Development
- Infrastructure
- Public Utilities
- Transportation & Regional Issues
- Education

From within the City administration, focus group meetings were held with:

- City Council
- City Manager
- Planning and Zoning Commission
- Parks and Recreation Board
- Planning Department
- City Finances
- Public Works
- Police Department
- Fire Department
- Park Department
- Library
- Building Inspection

### 1.4.3 Focus Sub-group

A third level in the public participation process was the focus subgroup, which represented a critical issue or action to be taken that was outside the normal decision-making time frame. Those issues requiring immediate response or those moved up in the process were called A.C.T. items (Accelerated Critical Track). Several focus sub-group meetings were held. The most significant focus sub-group was the collection of developers, planners, architects, land owners and real estate brokers connected with the parcels of land on both sides of FM 1431 east of US 183. This sub-group focused on the potential for a future Downtown for Cedar Park. Several sessions were scheduled with this focus sub-group, and the Downtown charrette (design workshop) was held to help shape the many ideas brought forward. Additional focus subgroup meetings were held with other individual developers and property owners to garner a collective vision for the community's future.

#### 1.4.4 The Town Meetings

The most inclusive and collective component of the public participation process for Cedar Park's comprehensive plan were the town meetings. Throughout the year-long process, several interactive public meetings were held in which the entire community was invited to share their ideas and concepts with the planning team. Many ideas surfaced, all were captured and documented and many began to set the tone for the conceptual framework of the plan. The town meetings, though structured, were informal and open ended so as to solicit as much citizen input as possible.

#### 1.4.5 Results of the Public Participation Process

The following comments and goals were gathered during a series of community meetings held in Cedar Park. These comments are direct from the citizenry of Cedar Park and are their statements as collected. The phrases, wording and observations are directly quoted; and, though they may appear contradictory or repetitive, are published as captured during the work-sessions. Additional comments (other than the goals shown here) were also collected during this process. They can be found in "Community Voices," in Section 5.0 Appendix.

#### 1.4.6 Community Goals

- To keep people in town...so we don't have to go out of town for anything
- To recognize the importance of family in a community
- To maintain the small town values and community spirit
- To improve connectivity and accessibility ... get people out of their homes and cars, create pedestrian environments
- To provide convenient bike and hike access ... to parks, schools and housing
- To promote and accommodate community interaction ... create meeting places
- To provide alternative modes of transportation ... buses, hike/bike trails, light rail, over-passes/under-passes
- To provide alternative routes to US 183
- To be able to cross US 183 safely, from one side to another
- To reverse the current cycle of commuting ... provide jobs in Cedar Park for our citizens and Austin-ites
- To remain as crime free as possible ... safety and security at home and in the community ... the police force as part of the community ...
- To solve the water and wastewater issues
- To have a self-contained, family-oriented community
- To be able to live, work and play *in* Cedar Park
- To maintain the advantages of Cedar Park ... reasonable cost of living, good schools, low crime
- To provide more things to do in Cedar Park ... entertainment, recreation, shopping, dining, movies, etc.
- To be distinctive from other Hill Country towns ... as in a unique Main Street
- To have some flexibility in City regulations during the growth periods ... temporary unpaved lots, unique land uses, not so strict with long-time agricultural uses
- To have appropriate housing ... provide a better mix ... reasonable cost, maintained, safe, good utilities, access to the community
- To have an identity ... a central, physical location, plus gateways when you enter Cedar Park
- To improve the image along US 183 ... cleanliness, architecture, landscaping
- To have Cedar Park be known for something ... we must determine what that will be
- To create an outstanding destination ... one that sets Cedar Park apart...like the Riverwalk in San Antonio, or Zilker Park in Austin

- To be the place in Central Texas where people want to live and businesses want to locate
- To overcome misconceptions about Cedar Park
- To continue to be a major factor in the society and politics of Williamson County
- To be recognized as a regional player ... be involved in regional discussions and solutions
- To create a tax base that is more diversified among single family, commercial and sales taxes
- To attract major employers into the City ... reduce the need to commute ... provide quality employment
- To encourage tourism
- To be able to spend our money inside Cedar Park

#### Budgets and Feasibility

- To keep tax rates competitive within the region
- Quality vs. Cost: To be of excellent quality, ...long lasting, reliable, comfortable, improves over time, good investment, meets the basic needs with just a little extra, not ostentatious
- To continue to be financially responsible in the operation of the City budget ... remain "in the black" ... no over spending
- To develop cost effective ways to provide services to undeveloped areas
- To continue to grow the City ... growth is inevitable, let's plan for it now
- To ensure adequate facilities and services during growth periods ... keep up with growth
- To protect our history and heritage ... that is, the beauty and resources of the Hill Country
- To have something worth preserving 20 to 30 years from now

These goals capture, prioritize and focus the vision of the citizens of Cedar Park. During the Community Workshops the voices of the people were documented and analyzed along with other sources of existing City data. This data forms the basis for an outline of five recurring Community Values which are vital in shaping Cedar Park's future.

#### 1.4.7 Community Values

- Maintain the Cedar Park 'Quality of Life.'
- Create a unique Cedar Park 'Sense of Place.'
- Provide a map for the projected 'Urban Growth and Infrastructure.'
- Preserve adequate level of 'City Services' to Cedar Park.
- Foster 'Economic Development' and Opportunity for Cedar Park's future.

## 1.5 COMPREHENSIVE PLAN RECOMMENDATIONS

A compilation of all recommendations that appear in this Comprehensive Plan document have been collected here for easy reference. Also, see Section 4.0 for additional recommendations which appear at the bottom of each page in that section.

### THE PLAN

#### **Future Land Use Plan**

A series of action items have been identified as follows to help guide in plan implementation over time:

- Establish the generalized patterns of growth for the community using the Future Land Use Plan for Cedar Park and the policies developed during community workshops.
- Priority should be given to the high intensity land use areas so as to promote economic development for Cedar Park.
- Cedar Park's Planning Director and its professional staff should develop timely and in-depth analysis of plan modifications or amendments for both City Council and the Planning and Zoning Commission.
- Planning staff should review development proposals for compliance with the Land Use Plan.
- The greenways along drainage ways and flood plain areas as delineated on the plan should be coordinated with the department of Public Works to be designed and constructed as both drainage ways and recreational amenities.
- Negative impacts to residential neighborhoods by encroachment of incompatible land uses should be fundamental to detailed land use planning.
- New land uses that compromise or alter the configuration of the high intensity development sites should be avoided.
- Park or public open space connections to the neighborhoods should be encouraged; yet conflicts between users and adjacent residents should be minimized. i.e. Parking services and access, night light, etc.
- Continued citizenry input into land use decisions should be encouraged.
- Bell Blvd. (existing US 183), should be redesigned as an aesthetically appropriate commercial avenue.
- Proposed non-residential developments should be evaluated for appropriateness with the Land Use Plan and compatibility with surrounding land uses as well as coordination with infrastructure improvements.
- The City should protect its open space and environmental quality by ensuring that a landscape and tree ordinance is adopted and enforced for new development.
- Periodic review of the approval and permitting process should be undertaken.
- A design guide for industrial and commercial properties should be created to help establish a level of uniform quality for Cedar Park. Items addressed should include:
  - Landscaping
  - Signage
  - Lighting
  - Set backs

- Building Materials
- Parking
- The Future Land Use Plan should be followed as a guide for both land use planning and intensity as well as the extension of proposed public facilities and services.
- The City of Cedar Park should designate the lands along FM 1431 as the City's economic growth corridor and establish incentives to develop the area.
- The City of Cedar Park should encourage a variety of housing, development types and densities needed to support strong commercial and industrial development.
- The zoning and subdivision ordinances should be updated and revised to reflect current conditions and policies.
- The subdivision dedication requirements and the master park plan should be revised.

### **Annexation**

Cedar Park should continue a sustained program of annexation with the following objectives:

- Work with residents and landowners in area to be annexed in an effort to address needs and existing land uses.
- Initiate a focused effort linking economic development to the annexation of land to support employment centers and retail centers.
- Develop a plan that identifies those areas suitable for annexation.
- Establish priorities for lands to be annexed.
- Prioritize those areas that can more easily be served by extending public utilities and service.
- Analyze lands that are outside the City limits of Cedar Park that are currently developed or partially developed as to fiscal impact before annexation is pursued.
- Evaluate areas of limited development opportunity or ecological sensitivity as to aesthetic, social and fiscal impact prior to pursuing annexation.
- Identify those areas where zoning will help preserve future land uses in accordance with the comprehensive plan.

## ECONOMIC DEVELOPMENT RECOMMENDATIONS

### Targeted Industries

Cedar Park is a competitive location for expanding firms in the following industries:

#### 1. **Electronics manufacturing, assembly operations, and industrial suppliers**

Cedar Park should target small businesses of less than 50 employees that require minimal industrial space but produce a high value-added product, particularly regional suppliers to semiconductor or computer firms. These firms include printed circuit board assembly, plastics molding, wire and harness assembly.

#### 2. **Software development**

The Austin area has experienced phenomenal growth in software startups and re-locations. Recently, many of these expanding companies have relocated to downtown Austin, where less expensive real estate is available and greater amenities (restaurants, entertainment, and recreation) are offered for their employees.

Cedar Park will be increasingly positioned as an alternative location for software and information technology businesses. The City offers a “reverse” commute for technology workers located in northwest Austin.

#### 3. **Growing manufacturers that may require new campuses**

As discussed earlier, numerous high-tech firms are on a high-growth trajectory that will in time be limited by the availability of space and acreage. Cedar Park officials must be up-to-date on the local expansion plans of area firms and market the City as a viable alternative.

### Marketing Strategy

A marketing strategy must identify Cedar Park as the “new” alternative for re-locations to Austin, Texas. Cedar Park should exploit the congestion and frustration associated with relocating to other parts of the region and should emphasize its small town character. In particular, Cedar Park should pivot a marketing campaign on the “Cedar Park of the Future”, with a downtown district on the way and improved access to amenities in region.

City officials and representatives should also support the efforts of the Greater Austin Chamber of Commerce (GACC) to recruit companies from outside the Austin area and assist local companies with their expansion plans. Cedar Park representatives should also participate on the various marketing trips to the west and east coasts by GACC volunteers.

### Organizational Issues

Throughout the comprehensive plan the project team has recommended that an economic development entity be created by the City. Specifically how this new entity is created and what form it will take should ultimately be determined by the various interested parties, e.g. City staff, Chamber of Commerce, utilities, etc. Angelou Economic Advisors Inc. recommends that the City Council create a task force that includes these community organizations to formalize an economic development structure for the City of Cedar Park. This task force should address the following tasks:

#### 1. **Determine the role of this new organization**

The primary function of any economic development entity is to handle prospects and be a central point of contact for any inquiries made by companies about the City. This entity will respond to any requests for information and send marketing materials tailored to the prospect.



**2. Determine the point of contact**

In many communities, the chamber of commerce or an economic development corporation serves as the central point of contact. In rural communities, frequently a City staff person handles any inquiries by companies and frequently works with a local electric utility representative.

Angelou Economic Advisors Inc. recommends that Cedar Park consider the designation or creation of a new position that is joint-funded by the City and Chamber of Commerce to serve as a full time economic development director for the City.

**3. Determine the functions to be carried out by this new organization**

Functions required by any successful economic development entity include:

- Maintaining a prospect database that includes all project data, contact persons, action taken by the City, project status (lead, initial inquiry, prospect, on hold, dead, etc.), list of visits by the company, and action to be taken;
- Fielding any calls initially made to the City, chamber of commerce, utility, or other community organizations that relate to economic development and the recruitment of new businesses;
- Acting as a liaison for the prospect with City staff on issues of infrastructure, incentives, permits, and the development process
- Acting as the central link for all community organizations with interests in economic development
- Developing a database of potential prospects in the region, state, and U.S. that should be targeted by a marketing campaign
- Acting as the principal media contact

**4. Formalize an incentive policy**

A formal incentive policy by the City clearly establishes the “rules of the game” for relocating businesses. The City of Cedar Park has reviewed alternative incentive policies and should formalize its policies. Possible incentives include:

- City sales tax sharing for business that engage in direct selling, e.g. Dell Computer and Power Computing
- Property tax abatements for large industrial users
- The Texas Capital Fund – allows for the financing of commercial projects by providing grants to communities of up to \$500,000 per year to provide roadway and utility infrastructure to raw land for the purposes of recruiting a new firm or developing an industrial park

Incentive policies aim to attract new businesses and industries to Cedar Park that will increase the local tax base, provide new employment opportunities, and enhance the quality of life. However, good incentive policies maximize public investment by attracting private investment that may have needed some assistance to tip the balance in the local community’s favor. Incentive policies should not be based on unrealistic ambitions or a “build-it-and-they-will-come” approach. Physical investments by a city rarely maximize the impact of public funds and usually just distort the local market fundamentals. Cities should guide investment to desired growth corridors while still heeding the economics of the current recruitment environment.

Cedar Park can best maximize its public funds to leverage pre-leased construction of industrial and office space by offering tax abatements to target industries.

**5. Formalize the marketing strategy**

Enlist the support of a marketing and design firm to review existing marketing materials and develop new materials for general prospect responses and a specific campaign. Consider the creation of an economic development quarterly newsletter to be sent to regional companies and economic development entities to inform them of new developments in Cedar Park (downtown district planning, new construction, corporate re-locations and expansions, etc.)

The following matrices offer guidelines for the implementation of the above recommendations and are intended to jump-start the process of assigning tasks and prioritizing goals.

IMPLEMENTATION GUIDELINES						
Program	Responsible			Time Frame		Funding Requirements
	CITY	CoC	WCo	From	To	
<b>Task A</b> Create and direct an economic development entity	P	S	S	5/98	6/98	no additional funding, but possibly a greater City/chamber budget designated to E.D. efforts
	Set-up a meeting between City staff, chamber staff, and chamber volunteers to determine a primary point of contact and assign responsibilities to each organization. A mission statement for the new entity and a clear list of economic development goals for the City should be included in any new re-organization.					
<b>Task B</b> Formalize an incentive policy	P	S	S	6/98		no additional funding required
	Directed by the economic development agencies, determine the extend of public funding, tax abatements, and fee waiving that can be made available by the City and county and under what conditions.					
<b>Task C</b> Formalize targeted industries for recruitment	P	S		6/98		no additional funding required
	In conjunction with establishing an incentive policy, formalize the industries to be targeted in a marketing campaign and list privileged incentives and services to be offered to these industries					
<b>Task D</b> Create a marketing strategy	S	P		6/98	TBD	no additional funding required
	Enlist the support of a marketing and design firm to review existing marketing materials and develop new materials for general prospect responses and a specific campaign. Consider the creation of an economic development quarterly newsletter to be sent to regional companies and economic development entities to inform them of new developments in Cedar Park (downtown district planning, new construction, corporate re-locations and expansions, etc.)					
<b>Task D</b> Reassert Cedar Park's role in regional development	S	P		6/98	On-going	no additional funding required
	Meet with the Greater Austin Chamber of Commerce to ensure that all partnering opportunities are taken. Discuss conducting joint marketing trips with the GACC and other communities. Re-establish ties with top management at Austin Community College. Establish a transportation task force within the Cedar Park Chamber of Commerce and maintain strong ties with regional transportation authorities and particularly, the Texas Tollroad Authority.					
Legend:    P = Primary Responsibility                      CITY = City of Cedar Park S = Support Responsibility                       WCo = Williamson County CoC = Chamber of Commerce						

See Section 4.0 for additional recommendations which appear at the bottom of each page in that section.

## TRANSPORTATION RECOMMENDATIONS

### Roadway Plan

The current Cedar Park Roadway Plan (CPRP) was revised and adopted by the City Council on February 16, 1994 and was most recently amended on March 28, 1996. It consists of a color graphic map available in several scales. No tabulation of roadways is available except as included in the TCM.

The Roadway Plan should be amended to increase/improve spacing of arterials, particularly on the east side of the city. The current plan does not provide cross-sectional information related to minor, major, and freeways. This information should be incorporated into the tabular Roadway Plan.

Several inconsistencies exist between the CPRP and the AMATP. The following recommendations are intended to address this issue:

1. Brushy Creek Road is not extended east of Howard Lane in the AMATP. It is recommended that the CPRP include the section of Brushy Creek Road between Howard Lane and the intersection with Creek Bend Boulevard in Round Rock.
2. The "Y" on Brushy Creek Road east of US 183 where the roadway joins with Buttercup Creek Boulevard is included in the AMATP. This segment of existing Brushy Creek Road should be designated as a collector upon completion of the realignment and connection to US 183 at Cypress Creek Road.
3. Proposed Little Elm Trail is shown as a minor arterial in the CPRP, but not shown in AMATP. This roadway should be included in the CPRP with a MNR 4 classification. The proposed alignment would extend existing Little Elm Trail north of Lakeline Boulevard to the east to intersect US 183 at Kent Lane. This alignment crosses a flood plain of Buttercup Creek. Due to this fact and the proximity of the resulting intersections with Lakeline Boulevard and Cypress Creek Road, it is recommended that the existing Little Elm Trail be extended to Lakeline Boulevard and terminated and that an alternative alignment of Little Elm Trail be established from Cypress Creek Road to US 183 at Kent Lane.
4. New Hope Road between US 183A and CR 175 should be included in the CPRP, although not shown in the AMATP.
5. Park Street East/West should be included in the CPRP with a MNR 4 classification, although not shown in the AMATP. Park Street East should be extended as a four lane minor arterial located approximately midway between FM 1431 and Brushy Creek Road from US 183A to Arterial "A" which is discussed below. Due to the existing quarry and critical environmental features, Park Street West should be terminated at Lakeline Boulevard and supplemented with collector streets as discussed below.
6. Due to critical environmental features, Buttercup Creek Boulevard should be terminated at Lakeline Boulevard and supplemented with collector streets as discussed below.

Several inconsistencies exist between the CPRP and the City of Leander Roadway (LRP) Plan. The following recommendations are intended to address this issue:

1. Lakeline Boulevard should be shown in the CPRP as continuing north of Crystal Falls Parkway as shown in the LRP and AMATP.
2. Osage Drive is shown in the LRP from Lakeline Boulevard to US 183. Realignment of existing Block House Drive North to intersect US 183 at the existing intersection with Osage Drive should be considered to eliminate two closely spaced signalized offset "T" intersections on US 183.
3. CR 273 is shown in the LRP from US 183 to proposed Block House Drive North. This roadway should be shown in the CPRP along with the proposed section of Block House Drive North.
4. Crystal Falls Parkway (CR 275) is shown in the LRP from west of US 183 to US 183A; this alignment should be shown in the CPRP.
5. County Glen is shown in the LRP from Bagdad Road to CR 273; this alignment should be shown in the CPRP.
6. Leander Drive is shown in the LRP from Sonny Drive to County Glen; this alignment should be shown in the CPRP.

The roadway network on the eastern side of US 183 in Cedar Park is incomplete. Additional arterial

## 2.0 Existing Conditions and Background

2. The Leander Rehabilitation Planned Unit Development roadway network consists of the following roadways. This network should be shown in the CPRP for completeness.
  - a. Little Elm Trail is proposed to be extended from US 183 at Kent Lane to proposed Davis Springs Road at its intersection with proposed Lyndhurst.
  - b. Lakeline Mall Boulevard is proposed to be extended to the east.

Although not specifically designated in the Roadway Plan, the collector street system is an important component of the City's transportation network. The following collector streets are recommended for inclusion in the future roadway network. They have been added to the proposed Roadway Plan figure.

1. Blockhouse Drive South is designated as a minor arterial between New Hope Road and FM 1431. It should be classified as a collector, consistent with the existing segment to the north and the section of Discovery Boulevard to the south which is under construction.
2. Lake Creek Parkway should be extended north from Lakeline Boulevard to Little Elm Trail.
3. A collector street network is recommended for inclusion in the area bounded by US 183A, FM 1431, Parmer Lane and Brushy Creek Road as follows:
  - a. Extension of Park Street East from Arterial "A" to a north-south collector street
  - b. Street connecting Arterial "A" and Parmer Lane midway between FM 1431 and Park Street East
  - c. Street connecting FM 1431 and Brushy Creek Road between Arterial "A" and the existing development to the east
  - d. Street connecting Park Street East and Brushy Creek Road west of Arterial "A"
4. Street from FM 1431 at its intersection with Arterial "A" to New Hope Road
5. Three streets connecting Lakeline Boulevard and Anderson Mill Road to replace the originally proposed segments of Buttercup Creek Boulevard and Park Street
6. Street connecting Little Elm Trail and Cypress Creek Road
7. Street connecting Block House Drive North and the residential area east of proposed US 183A.

### INFRASTRUCTURE AND UTILITY RECOMMENDATIONS

#### Electrical Service

- Support PEC's decision to build a substation on Nameless Road near FM 1431 to reduce the load on existing Leander and Whitestone substations.
- Support PEC's decision to build a substation on Ranch Road 620 near The Park subdivision to reduce the load on existing Balcones and Buttercup substations.

#### Telephone Service

- Encourage telephone service providers to maintain current high standards, keep up with future communication technologies, and supply a variety of communication options.

#### Natural Gas Service

- Maintain communications with Lone Star Gas, and other providers, to gain input on the location of future natural gas substations.

#### Solid Waste

- Consider contracting with a single provider for residential customers.
- Keep contract periods brief to encourage competition and high quality service.
- Modify pick up schedules to be consistent within neighborhoods.
- Continue to promote recycling in order to reduce waste due to rising disposal costs and increasing distances to disposal sites.

## 2.1 CEDAR PARK, PAST AND PRESENT

### Prehistoric Observations

About 4500 BC, primitive man began leaving signs of his existence in the Williamson County area. Scholars believe he may have arrived about 10,000 years ago in the Paleo Age. If indeed man inhabited Williamson County at the earlier time, he hunted mammals whose fossils have been discovered frequently in the area.

There is proof that the descendants of Paleo Man hunted and lived in the Cedar Park area. Darts for small game, traps for rodents and birds, fish spears, stones to grind seeds, and baskets have been unearthed in middens, which are refuse heaps of primitive habitations. Mounds of shells indicate that these early inhabitants lived on shellfish, a practice which continued for thousands of years and extended into the time of the early Tonkawa Indians. Burned rock middens are numerous along Brushy Creek.

The Cedar Park Mound, on the former S.C. McClure farm, was excavated by Dr. J. E. Pearce of the University of Texas and Erich Pohl in 1937-1938. Located on the south side of Brushy Creek, the mound originally covered more than an acre and was seven feet high. Although the site was believed to have been one of the most interesting in the county, little scientific data was obtained. After the mound was bulldozed, much of the artifacts were recovered and sold at the World's Fair, while some were kept in private collections. Although many materials were reportedly placed in the Smithsonian Institution, the museum never received any items.

Another midden on Buttercup Creek was approximately four feet deep and contained burnt rock, ash, small bones and flint chips. At a deeper level, various size points and scrapers were discovered.

In another Cedar Park midden, eight pendants were found between one to 18 inches in depth, while five were found at a depth of 25 to 48 inches. The pendants were found on the chests of skeletons and apparently were made as necklaces.

In 1973 a prehistoric archeological site was discovered by a team of Texas Highway Department archeologists. The Wilson-Leonard Brushy Creek Burial Site is located on the south side of FM 1431 in the vicinity of the north fork of Brushy Creek. Scientific excavations have produced evidence that the site was a major camping ground for prehistoric peoples, particularly during the archaic period (2000 - 8000 years ago). More than 150 fireplaces, numerous projectile plainview point, and several types of shear points have been uncovered. In 1982, archeologists discovered the skeleton of a human female, 10,000 - 13,000 years old, that became known as the "Leanderthal Lady."

Indians who lived in Williamson County included the Tonkawa, Lipan Apaches and, in Western Williamson County, the Penateka Comanches. Other less populous groups were the Tawakoni, Mayeye, Yojuan, Kiowa, and Choctaw.

### Early Settlement

The first evidence of Spaniards in central Texas occurred around 1690, and the French began entering the region about that time as well. Researchers say that the French arrivals stirred a competitiveness in the Spanish that caused them to concentrate their efforts on settling the territory. In the early 1700's the Camino de Arriba, a new highway, crossed Brushy Creek above the Camino Real. The Ramon-St. Denis Expedition arrived in 1716, naming creeks and other landmarks and drawing maps of the area. Brushy Creek was named "El Arroyo de los Benditas Animas," or Creek of the Blessed Souls.

The Spanish government dominated central Texas during the eighteenth century; however, by 1765, only 750 Europeans lived in the entire state. As time passed, Texas began attracting the attention of the United States for its expansion possibilities. In 1820, Moses Austin began his colony in Texas, Mexico became an independent country, and Spanish domination was ended in North America.

A group of Texas Rangers formed in 1835 and built a block house and fort on Brushy Creek. The site was about two miles north of the current Cedar Park, in the current Blockhouse subdivision; however, the fort was abandoned and later burned by Indians.

### Founding Cedar Park

One of the first families to settle in the area was George and Harriet Cluck. George Cluck was an enterprising individual who, after a successful cattle drive in 1873, bought a ranch that is now the site for Cedar Park. Harriet Cluck became the post-mistress of Running Brushy (as the community was called) in 1874.

Ranching was the major occupation in the area during those years. A steam mill was operated in Bagdad from water hauled from the Running Brushy Spring.

Communities were isolated from one another in those days because of slow transportation, poor roads, and little commerce. The stage line from Austin to Lampassas was the first commercial transportation in Williamson County. The line traveled through the Cluck property, and George Cluck provided fresh horses for the stage.

In 1882 the railroad completed a narrow gauge line which extended from Austin through Running Brushy (on Cluck land) to Burnet. The locomotive used cord wood for fuel and pulled one passenger coach, making one round trip each day. One of the railroad company officials was named Brueggerhoff. Upon completion of the line, the railroad insisted that the community change its name from Running Brushy to Brueggerhoff in recognition of the railroad's contribution to the community. For about five years the town went by that name.

On November 9, 1881, while the Austin Northwestern railroad line was being built, the State Capitol caught fire and burned to the ground. A commission was appointed to oversee the reconstruction, and it decided that native pink granite be used in the new structure. The state began building a railroad spur from Burnet to transport the granite. The Lone Star Engine pulled 15,700 carloads of granite through Brueggerhoff on its way to Austin. The hauling job secured the financially sagging railroad and probably ensured the life of Brueggerhoff as well.

Sometime during those years, the Clucks donated land and a building to be used jointly as school and church, called Running Brushy Community School. In 1887, the town's official name became Cedar Park. By 1892, a store was built along the railroad tracks and was operated by Harriet and George's son Emmett.

Because the threat of Indian attacks had subsided by the 1880's, Texas cities began to concentrate on settling in to their communities. Landscaping of town squares and parks was common. In 1892, George Cluck sold a portion of his property adjoining the railroad for one dollar, under the condition that about one-half acre of the land be used for a park. Austinites began riding the train to Cedar Park, picnicking at the park, then returning home on the afternoon train.

Another community named Buttercup (or Doddsville) lay one mile south of Cedar Park. Two factors caused this hamlet to fail: First, the railroad missed it by one mile and residents moved to other locations. Second, a conservation dam was built on the site, and water now covers this area.

In the late 1800's, a quarry opened and by 1897 Cedar Park became the heaviest freight loader between Austin and Llano, providing the sole source of shellstone in the United States. Some notable buildings constructed from this stone are the post offices and the San Jacinto Monument in Houston. Limestone was also quarried for use by the Highway Department to stabilize road beds.

The cedar trees in the area provided fence posts, heating fuel, rope (from the bark), cooking seasonings (from the berries), and furniture oil polish. Floor sweep was made from ground cedar stumps and oil for cleaning floors.

### The 1900's

In 1906, the population of Cedar Park was 200, but by 1936, that number dropped to 100, and had risen to only 125 in 1940. In 1942, the State Legislature voted to buy land to house and raise food for the residents of the Austin State School. From 1943 through 1948 the State Dairy and Hog Farm leased the Cluck land, providing meat, milk, butter, and vegetables to its residents, who worked the farm for therapy. In 1968, the hog farm was closed and the land became the Leander Rehabilitation Center, providing permanent camp

shelters, a dormitory, wilderness camping areas, lakes, picnic areas, and other features.

### Recent History

By the 1970's, transportation was more sophisticated, commuting to Austin was possible, and development of the community began in earnest. Austin began annexing to the north, threatening the residents of Cedar Park with the prospect of being assimilated into the larger City. On February 24, 1973, residents of Cedar Park held an election on the question of incorporation into a general city. The election passed 1300 to 51. The current City of Cedar Park lies sixteen miles northwest of Austin on US 183. Cedar Park became a home rule City when the charter was adopted by the voters in an election held on January 17, 1987.

In 1977 Cedar Park extended its boundaries to the south by annexing 1058 acres lying west of US 183, south of Cedar Park Ranchettes Unit 1, and south of Riviera Springs subdivision. The City of Austin filed a complaint stating that a portion of Cedar Park's original incorporation and the 1058-acre annexation encroached into Austin's extra-territorial jurisdiction. In July 27, 1978, Cedar Park disannexed 38 acres which were located in Austin's extra-territorial jurisdiction north of 620 and west of US 183.

In a joint agreement executed on February 6, 1980, the two cities amended the common boundary of their extra-territorial jurisdictions. Seven tracts of land were exchanged between the two cities by map rather than field notes description: Tracts A and B were small tracts near FM 1431 and Lime Creek Road; Tract A went to Cedar Park and Tract B to Austin. Tract C, which went to Cedar Park, included the remainder of the Windsor Crossing and Carssow tracts which are located between East FM 1431, East New Hope Road, and County Road 185; the released area extended south including the remainder of Spanish Oaks Estates, Forest Oaks subdivision, and the tract located between Forest Oaks and Brushy Creek. Tract D, which went to Austin, included a portion of the State of Texas property located south of Brushy Creek and east of US 183 and the eastern two-thirds of the Lakeline Mall tract.

Tracts E, F, and G went to Cedar Park with conditions. The three tracts covered an area starting with the southern portion of Buttercup Creek subdivision to RM 620, including the existing Shenandoah subdivision and what has become Anderson Mill West, Cypress Mill, Cypress Creek, the Ranch at Cypress Creek, and part of the Lakeline Village Planned Unit Development. The conditions included the release of Tract F, Shenandoah, when the City of Cedar Park could successfully demonstrate to the Austin City Council the acquisition of the Cedar Park Water Supply Corporation. Since Cedar Park had demonstrated to Austin the successful funding to construct a wastewater system to serve the Buttercup Creek watershed area, Tract E was released to Cedar Park immediately. The last area's release, Tract G which now includes the Anderson Mill West and Cypress Mill areas nearest to RM 620, was conditioned up Cedar Park serving the area with water and wastewater service.

After the "boom" period of the 1970's, Cedar Park is enjoying stable growth patterns. Although many of its residents continue to commute to Austin for employment, a growing number find work within the City limits. Restaurants, retail stores, businesses and other evidence of a vital community can be found along US 183 through Cedar Park. Faced with the economic downturn in the mid to late 1980's challenging many Texas cities, Cedar Park was forced to compete with other communities of its size for continued economic security. Cedar Park survived and in the 1990's has been enjoying an economic boom.



## 2.2 POPULATION AND ECONOMIC REVIEW

The City of Cedar Park has experienced tremendous growth in population and employment over the last decade, fueled in part by a regional boom in high technology and the continued influx of newcomers to the area. Cedar Park's attractive quality of life, reasonable cost of living, and close proximity to major employment centers in northwest Austin have made it a hotspot for new home construction. Recent annexations by the City further demonstrate the economic and population expansion of the area. Continued growth along major arterials in the area promise continued development within Cedar Park's City limits.

Not surprisingly, Cedar Park's growth has prompted a new set of planning issues: traffic congestion threatens to severely limit additional commercial development; the continued influx of upper-middle income families moving into high-end homes will strengthen existing commuting patterns in Austin and strain the availability of skilled, low-cost labor for the local economy; and the lack of significant new industries within City limits threatens to strain City revenues.

This section aims to provide an overview of the current economic environment for Cedar Park, regional development trends for the Austin MSA and how they will impact Cedar Park, and a preliminary review of the City's strengths and weaknesses.

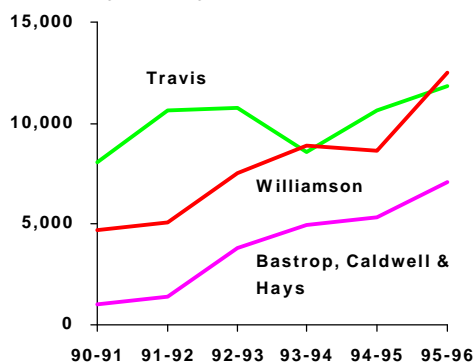
### 2.2.1 Population

Like many fast-growing "edge" cities in the Austin area, Cedar Park's long-term growth is increasingly influenced by regional economic and demographic trends. Continued population growth in Cedar Park will be driven by increasing congestion in surrounding communities, continued growth of the MSA as a technology "hotspot," the possible construction of US 183-A, new highway construction in the northeast, and the continued in-migration of young families to the area.

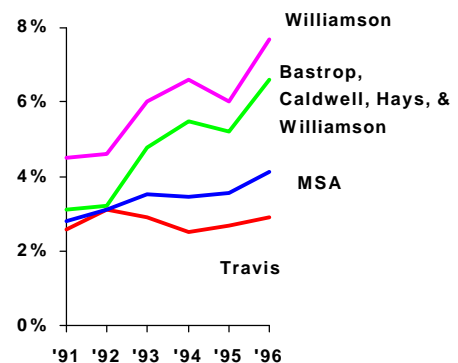
For the period 1990 – 1996, the population within Cedar Park's City limits more than *tripled*, adding 12,000 people to reach 17,185, according to the Cedar Park Planning & Public Works Departments. Cedar Park was the fastest growing City within the Austin MSA and outpaced the growth in Williamson County by a four-to-one margin.

**Table 2.2.1.1 In-migration Trends**

**Net In-migration, 1990 - 1996  
Breakdown by County**



**Variations in Regional Population Growth  
Austin MSA, 1990 - 1996**



Source: Angelou Economic Advisors Inc.; U.S. Census Bureau

Population growth for the entire MSA has traditionally been driven by large influxes of new residents from other parts of Texas and the western U.S. Net in-migration, or the difference between newcomers to the area and those leaving it, peaked in 1996 at 31,428. More than 75% of the total increase in population was the result of people moving into the area. This jump in migration pushed population growth for the Austin MSA above 4% for the first time in 10 years.

A majority of this growth is occurring outside Travis County in communities like Cedar Park, and the trend is increasing. In 1996 for the first time, Williamson County's net in-migration exceeded that of Travis County [see Table 2.2.1.1]. As a result, Williamson County registered a 7.7% population growth rate in 1996 while Travis County grew at only 2.9%. Combined, non-Travis counties in the MSA grew at 6.6%.

**Table 2.2.1.2 Growth Trends, Williamson County vs. Austin MSA**

**Williamson County**

	Population Growth	Total Migration	Share of Pop Growth	International Migration	Domestic Migration	Dom % of Tot Migration
'90-'91	6,313	4,682	74%	182	4,500	96%
'91-'92	6,756	5,071	75%	222	4,849	96%
'92-'93	9,244	7,465	81%	265	7,200	96%
'93-'94	10,659	8,880	83%	258	8,622	97%
'94-'95	10,805	8,941	83%	297	8,644	97%
'95-'96	13,887	12,113	87%	244	11,869	98%

**Austin MSA**

	Population Growth	Total Migration	Share of Pop Growth	International Migration	Domestic Migration	Dom % of Tot Migration
'90-'91	24,941	14,996	60%	2,186	12,810	85%
'91-'92	27,636	17,533	63%	2,829	14,704	84%
'92-'93	31,357	21,476	68%	3,201	18,275	85%
'93-'94	34,593	24,595	71%	2,989	21,606	88%
'94-'95	37,715	27,451	73%	3,360	24,091	88%
'95-'96	34,438	24,472	71%	3,207	21,265	87%

**Texas**

	Population Growth	Total Migration	Share of Pop Growth	International Migration	Domestic Migration	Dom % of Tot Migration
'90-'91	320,559	128,386	40%	68,151	60,235	47%
'91-'92	330,461	137,865	42%	92,898	44,967	33%
'92-'93	367,978	178,592	49%	95,011	83,581	47%
'93-'94	368,338	182,630	50%	89,547	93,083	51%
'94-'95	367,645	176,344	48%	83,839	92,505	52%
'95-'96	326,881	141,824	43%	83,419	58,405	41%

**United States**

	Population Growth	Total Migration	Share of Pop Growth
'90-'91	2,708,463	714,104	26%
'91-'92	2,904,834	979,260	34%
'92-'93	2,783,851	982,753	35%
'93-'94	2,577,036	888,754	34%
'94-'95	2,517,460	886,305	35%
'95-'96	2,394,149	845,248	35%

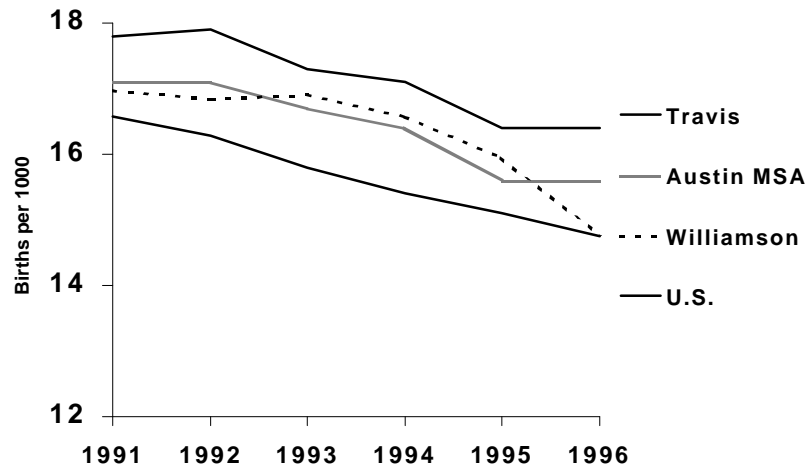
Note: Total Migration includes only migration in and out of the U.S. and therefore does not have a domestic component.

Source: Angelou Economic Advisors Inc.

While births in the MSA are at all-time highs (about 15,000 births occur each year), births rates have been

steadily declining since 1990, more as a result of heavy in-migration than any changes in behavior. Williamson County birth rates have historically lagged behind those of the MSA and Travis County due to its older population.

**Table 2.2.1.3 Birth Rates, Austin vs. U.S.**



Source: Angelou Economic Advisors Inc.; U.S. Census Bureau

**Table 2.2.1.4 Growth Statistics, Austin MSA Counties**

County	Net Growth '90-'96	% Growth '90-'96	Net Migration '90-'96	Births '90-'96	Birth Rate 1996	Deaths '90-'96
Bastrop	8,621	22.6%	7,172	3,651	13.8	2,202
Caldwell	4,204	16.0%	3,363	2,439	14.0	1,598
Hays	16,009	24.4%	12,766	5,542	12.4	2,299
Travis	104,182	18.0%	60,070	64,178	16.3	20,066
Williamson	57,664	41.0%	47,152	15,650	14.7	5,138
MSA	190,680	22.4%	130,523	91,460	15.5	31,303

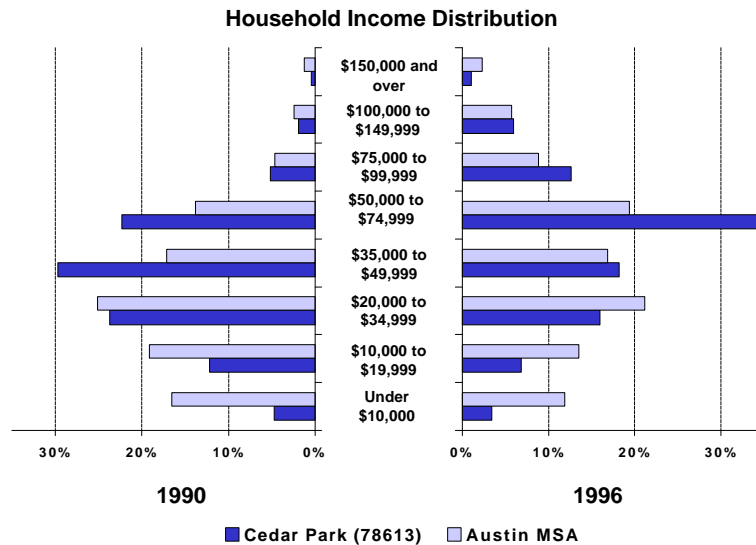
Source: Angelou Economic Advisors Inc.; U.S. Census Bureau

## 2.2.2 Workforce and Demographics

The demographics of Cedar Park have changed more in the past five years than at any time in the City's history. New residents are typically middle-management workers with service and technology companies who have chosen to settle down in Cedar Park. They come for a variety of reasons: competitive housing costs, less congestion, proximity to Lake Travis, and a desire to plant their roots in a smaller community.

As a result, the workforce dynamics have changed dramatically. Cedar Park residents are commuting more than ever to their places of work, often spending valuable retail dollars in nearby communities. Local industries have expressed concern that this demographic shift has resulted in a shortage of low-wage workers which threatens their expansion plans. Limited expansion of inexpensive housing and apartments will continue to restrict lower-income population growth. As shown by the chart below, households in Cedar Park are typically more affluent than the rest of the Austin MSA. Cedar Park has more than twice the percentage of households in income range \$50,000 - \$75,000 than the MSA, while having a less than average percentage for incomes under \$35,000. Clearly, Cedar Park must do more to diversify its population across low- to mid- income ranges in order to offer much needed workers for local businesses.

**Table 2.2.2.1 Household Income: Cedar Park, Zip Code 78613**



Source: Angelou Economic Advisors Inc.; Claritas

### 2.2.3 Industry

While much of the Austin MSA has benefited from an expansion of the technology sector, Cedar Park has yet to see its share of new technology industry re-locations and the resulting growth in commercial real estate and retail sectors.

Northwest Austin and suburban communities to the north and northwest have benefited significantly from the Austin area's economic expansion. Growth in technology industries, such as software development and computers, has forever changed the economic landscape of the US 183 corridor in northwest Austin. Technology has driven a large share of the commercial and residential development in the area and will continue to demand additional space for expansion. Austin continues to attract a high number of technology companies and is increasingly home to high-tech entrepreneurs and start-ups firms, many of whom are setting up operations along the US 183 corridor.

Northwest Austin is home to numerous technology companies, many of whom have expanded significantly in recent years. Currently 350 technology firms are located in northwest Austin, employing over 25,000 workers. Computer and software firms make up the bulk of technology activity in the area, accounting for nearly 90% of all high tech companies and employment. These software firms continue to expand their operations and are demanding additional high-end office space. Software development is quickly becoming the fastest growing technology industry in the Austin area, due in part to the continued availability of a skilled labor force, a relatively low cost of living, and an attractive quality of life. While the largest computer and semiconductor firms in Austin continue to hire thousands of workers annually, software development firms represent the entrepreneurial side of Austin, forming numerous start-up companies with short-term signs of explosive employment growth and real estate needs.

Technology companies, both those already located in the Austin area and those looking to relocate to Austin, will increasingly consider Cedar Park as a place for their expansions. Signs of strain in the office and industrial real estate market are already apparent for much of Austin. Occupancies are at all-time highs, with lease rates continuing to rise. Increased pressures on the northwest real estate market will inevitably push demand for space further northwest, ultimately benefiting Cedar Park. The re-location of EMI from Austin to Cedar Park heralds an important shift in Cedar Park's competitive strengths relative to Austin.

Cedar Park's employment base is heavily weighted toward retail and services, but lacking in manufacturing. According to 1997 data from Dun & Bradstreet, Cedar Park\* currently employs 3,905 workers, less than 1 percent of the MSA's total employment. While the Austin MSA is home to over 66,000

manufacturing jobs, Cedar Park is home to just 330 manufacturing jobs and M/D Totco accounts for a majority of those jobs. A recent survey by Angelou Economic Advisors Inc. in February 1997, resulted in much higher employment counts for Cedar Park manufacturers. Martin-Decker Totco currently employs 375 workers and Coreslab Structures employs 226 workers.

**Table 2.2.3.1 Employment Distribution, Cedar Park vs. Austin MSA, year-end 1997**

Industry	Cedar Park*		Austin MSA	
	Employees	% of Tot	Employees	% of Tot
Agriculture Forestry and Fishing	70	1.8%	5,041	0.9%
Mining	3	0.1%	2,095	0.4%
Construction	181	4.6%	30,392	5.5%
Manufacturing	330	8.5%	66,006	12.0%
Transportation and Public Utilities	182	4.7%	22,091	4.0%
Wholesale Trade	133	3.4%	29,999	5.5%
Retail Trade	1,360	34.8%	84,744	15.5%
Finance Insurance and Real Estate	72	1.8%	36,012	6.6%
Services	1,398	35.8%	207,639	37.9%
Public Administration	176	4.5%	64,273	11.7%
	3,905		548,292	

\*Zip code 78613

Source: Angelou Economic Advisors Inc.; Dun & Bradstreet

**Table 2.2.3.2 List of Major Manufacturers Located in Cedar Park (78613)**

Manufacturer	Description of Business	Employees
M/D Totco	Oil and gas field machinery	375
Coreslab Structures (Texas) Inc.	Prestressed & precast concrete products	226
Featherlite Building Products Corp.	Cut & sawed limestone	78
Flame Technologies Inc.	Screw machine products produced on a job/order basis	48
Electronics & Metals Industries	Assembly, SMT, machining	40
Precise Machining & Etching	Screw machine	30
EMC Automation	Design/dev: automated systems-electromagnetic testing	30
Custom Truss Austin Inc.	Wood roof & floor trusses	15
Hydro Products	Whirlpool bath heaters	15
Just In Time Promotions	Commercial printing	15
Ruby, M.E. Jr. Inc.	Crushed limestone	15
Hill Country Cellars	Wines, brandy & brandy spirits	10

Source: Angelou Economic Advisors Inc.; Dun & Bradstreet; UT Bureau of Business Research

A clarification should be made regarding the retail sector. Thirty-five percent employment share may appear to be a strong indication of large retail sales, and even attracting shoppers for surrounding areas. However, this percentage is more a result of a small manufacturing base rather than a higher-than-average retail employment base. Retail sales per capita are still below MSA averages. See the following section for more information on retail sales.

## 2.2.4 Retail Sales

While Cedar Park has experienced some of the highest population growth rates in the region, its retail sales growth lags neighboring cities. Cedar Park residents are still required to travel outside the City for many of their shopping needs, resulting in a loss of potential tax revenue for the City, additional roadway congestion, and increasing frustration on the part of Cedar Park's citizens.

Much retail development has occurred in northwest Austin along US 183, and some retail growth has happened within the City limits of Cedar Park. Much of new retail development has occurred in the last two years. Retail sales have been growing consistently in Cedar Park since 1990, but have not kept pace with the growth in population. Many communities in the north and northwest have seen strong growth in retail sales since 1990, but Cedar Park lags slightly. Some new retail projects that service Cedar Park residents

have located just outside the City limits, but recent retail construction along US 183 is closing the gap.

**Table 2.2.4.1 Sales Tax Rebate Growth**

	<u>Growth, '90-'97</u>
Round Rock	23.1 %
Leander	18.6 %
Cedar Park	18.3 %
Lago Vista	17.5 %
Austin	8.4 %

Source: Angelou Economic Advisors Inc.; Texas State Comptroller's Office

## 2.2.5 Real Estate Development

As a result of Cedar Park's limited industrial expansion, new industrial construction has been slow. Commercial and retail construction, however, has boomed, as the valuation and square footage has more than doubled annually in recent years [See Table 2.2.5.1].

**Table 2.2.5.1 Commercial Development**

	<u>Square Footage</u>	<u>Growth</u>	<u>Assessed Valuation</u>	<u>Growth</u>
1994	112,528		\$5,336,372	
1995	114,906	2.1%	\$7,430,976	39.3%
1996	456,918	297.6%	\$19,133,677	157.5%
1997	1,134,470	148.3%	\$54,761,313	186.2%

Source: City of Cedar Park Planning Office

Just down the road, real estate in northwest Austin has benefited tremendously from the area's economic expansion, much more so than other parts of the Austin region. Builders and retailers in Central Texas have worked overtime since the early 1990's trying to keep pace with the area's population and economic growth. Much of this construction has occurred outside the central core of Austin, in places like northwest Austin, Cedar Park, and Round Rock.

The office market in the northwest has shown strong growth in recent years, with some of the highest absorption rates and lowest vacancy rates in the region. Northwest Austin's inventory of office space has risen by more than 10% since 1990, double the rate of the entire Austin area.

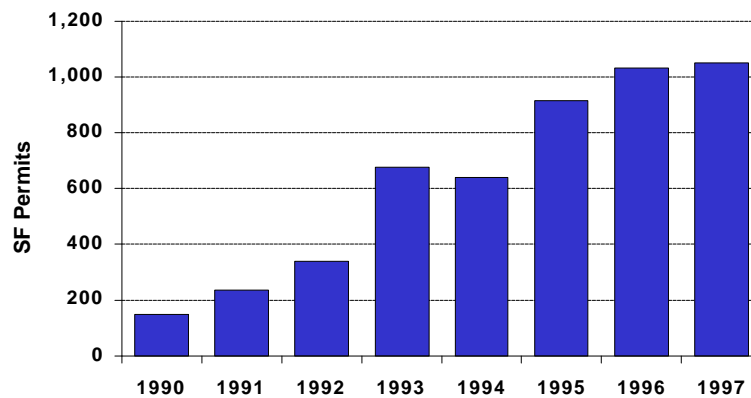
Over 300,000 square feet of office space has been added to the northwest market since 1990 and last year recorded the largest jump in the past ten years. Vacancy rates for the northwest sector have dropped from more than 30% in the late 1980's to 3 to 4% in 1996.

The northwest market showed even stronger gains in the office space in the second quarter of 1997. Of the 500,000 square feet of space under construction in the northwest, 400,000 is pre-leased. Rental rates continue to climb in Austin, but rates in the northwest are the highest for the region, topping \$23 for Class A office space. Strong tenant demand for additional space will drive construction further north along US 183 and along major arteries east toward IH-35.

About 1.5 million square feet of industrial space was added to the Austin market in 1996, with a majority of development occurring in the north central sector of town. The northwest industrial market continues to outpace other sectors in Austin in terms of both pre-leasing and low vacancy rates. Of the 500,000 square feet under construction in the northwest, 80% is pre-leased, with current vacancy rates at 3-4%.

On the residential side, Cedar Park has experienced a boom in new home construction as a result of increased outflow of families from central Austin.

**Table 2.2.5.2 Single-Family Housing Permits, City of Cedar Park**



Source: Planning Department

Despite this boom, there is concern that housing opportunities for low- and middle-income working families are lacking, and that multi-family development has not followed the general increase in population. Two new multi-family projects, Cedar Point Apartments and Middlebrook Gardens, are coming upon completion and offer additional housing opportunities. Although rents for these projects are generally above market averages (which are currently at \$0.81 per square foot), when compared to costs for newly completed Class A apartments, both projects are renting at competitive rates. Most properties that have come on the market since 1991 are renting at the \$0.90 to \$1.00 per square foot range, depending on number of bedrooms and amenities. These apartments are competitively positioned and their success should spur additional development in Cedar Park. In total, over 350 new apartment units will be added to the Cedar Park area.

**Table 2.2.5.3 Multi-family Construction, City of Cedar Park**

Development	Type	Area (sf)	Units	Rates (\$/mth)	Rent/Area (\$/sf)
<b>Cedar Point Apartments</b>					
350 Cypress Creek Currently finishing Phase II 160 units permitted, June 1996 Permit valuation \$7.5 million (\$46,875 per unit)	1-1u	827	14	\$695.00	\$0.84
	2-1u	933	21	\$745.00	\$0.80
	2-1u	947	21	\$730.00	\$0.77
	2-1u	947	21	\$725.00	\$0.77
	2-2u	957	14	\$825.00	\$0.86
	2-2u	991	7	\$825.00	\$0.83
	2-2u	1,120	28	\$875.00	\$0.78
	3-2u	1,360	28	\$1,150.00	\$0.85
Total or Average:		1,044	154	\$843.86	\$0.81
<b>Middlebrook Gardens</b>					
335 Cypress Creek Construction in progress, have completed about 20 units 200 units permitted, February 1997 Permit valuation \$6.5 million (\$32,500 per unit)	1-1u	650	40	\$595.00	\$0.92
	1-1u	698	40	\$645.00	\$0.92
	2-2u	889	48	\$745.00	\$0.84
	2-2u	906	48	\$795.00	\$0.88
	3-2u	1,046	24	\$945.00	\$0.90
Total or Average:		826	200	\$731.00	\$0.89

Source: Angelou Economic Advisors Inc.; Investors Alliance

## 2.3 EXISTING LAND USE

Within the City limits of Cedar Park the patterns of land use are not based on traditional extrapolation of historic patterns.

Land uses within the fast growing community have instead, been superimposed onto what has been vacant undeveloped land. Predictable business and commercial land uses have been developed along the community's major vehicular corridors with residential use patterns consuming the majority of the available acreage within the City (see the Subdivision Activity map in this section).

The needs of a community to be a viable, active and livable city require land uses other than merely single family residential. The activities that support residential land uses create a need for recreational, commercial, retail, office and industrial uses as well as an efficient infrastructure and thoroughfare system. In the future, growth within Cedar Park will require the development of lands that are today vacant and/or agricultural into uses that support the urban intensification of the area.

The pattern that development will take and how it occurs over time will have a major impact on the future of Cedar Park and will ultimately shape the community. These patterns will also have a direct impact on the City in the provision of its services and community facilities. An orderly and planned land use plan can be more efficiently served as opposed to one with patterns that are scattered and dispersed within the landscape. Cedar Park should consciously and purposefully direct the efficient use of its remaining developable lands so as to create the cohesiveness required to create a sense of place.

As more and more land is cleared for housing and supporting residential land uses, the parcels most suited for development will be the first under contract. Parcels of sensitive environmental nature or those not currently served with City services or infrastructure will most likely be the last acquired or developed. Within this paradigm lies great opportunity for Cedar Park to develop the connectivity to tie the numerous neighborhoods and residential enclaves together into a public open space and corridor system. The creek-ways, drainage-ways and non-buildable lands of the area afford potential linear corridors to connect the City. These predominately east-west oriented strips of land can provide the much needed community asset that will help build Cedar Park's uniqueness and sense of place. Residential areas linked to parks, linked to schools, linked to the commercial and retail areas that are all part of a system that is planned with a hierarchy of trails and pedestrian ways can also help reduce traffic volumes along Cedar Park's busy streets.

However, today single family residential land uses still comprise the greatest percent of Cedar Park's land uses. Vacant lands still comprise significant acreage, but continue to be developed with new single family development. Neighborhoods for the most part exist as stand alone enclaves and the sense of connection is minimal.

For planning purposes, to calculate the acreage developed for various land uses and in turn to compare that to Cedar Park's population, we are able to forecast potential land use demand for the future. One major anomaly related to such a comparison is the relationship of retail and commercial land uses to the overall Cedar Park land use pattern.

On average, retail acreage usually ranges from 0.3 to 0.4 acres per 100 persons on a normal lower end rate; and, at a higher rate, can be expected to be 0.6 to 0.7 acres per 100 persons. Currently acreage within Cedar Park is substantially lower than average thus indicating that retail sales are being captured elsewhere. Therefore, there exists substantial opportunity for the development or redevelopment of supporting commercial and retail acreage within the community.

A similar anomaly exists in the percentage and distribution of industrial/manufacturing land use parcels within the City. As with commercial and retail land-use, these are also less than calculated norms.



Cedar Park's existing land use patterns are not unexpected for a community that is experiencing such rapid growth. However, to support the long term goals expressed as desirable during the community visioning process, a more balanced land use pattern should be developed.

An overall analysis of Cedar Park's existing land use patterns can be summarized as follows:

- Single family development continues to be the most aggressively active land use.
- Little variation is currently afforded in residential housing types. i.e.: single family vs. multi family, cluster home, patio home, condo, etc.
- Multi-family development, though now not a significant land-use, shows increasing demand in land use allocations.
- The predominate retail areas are along the US 183 and FM 1431 corridors.
- Little residential development is planned along US 183 or east FM 1431.
- Cedar Park continues to grow to the west and east.
- The existing rail line, slated as a potential light rail corridor, is not being actively planned as a transit oriented design, residential or commercial amenity.
- The City's major industrial zoned parcels show little activity.
- The approved planned unit developments (PUDs) are not currently active in development.
- The City is actively developing community services to support the growing residential neighborhoods.

**Table 2.3.1 Existing Land Use**

	<u>Area Acres</u>	<u>Percent of Total City</u>
<b>Single Family</b>	<u>6,314.53</u>	<u>30.244%</u>
<b>Multi-Family</b>	<u>50.35</u>	<u>.002%</u>
<b>Parks</b>	<u>507.09</u>	<u>.024%</u>
<b>Schools</b>	<u>288.24</u>	<u>.014%</u>
<b>Commercial</b>	<u>484.70</u>	<u>.023%</u>
<b>Industrial</b>	<u>603.47</u>	<u>.029%</u>
<b>Other</b>	<u>411.06</u>	<u>.020%</u>
<b>Undeveloped</b>	<u>12,279.29</u>	<u>69.644%</u>
<b>TOTALS</b>	<u><b>20,938.73</b></u>	<u><b>100.000%</b></u>

Source: City of Cedar Park Planning Department

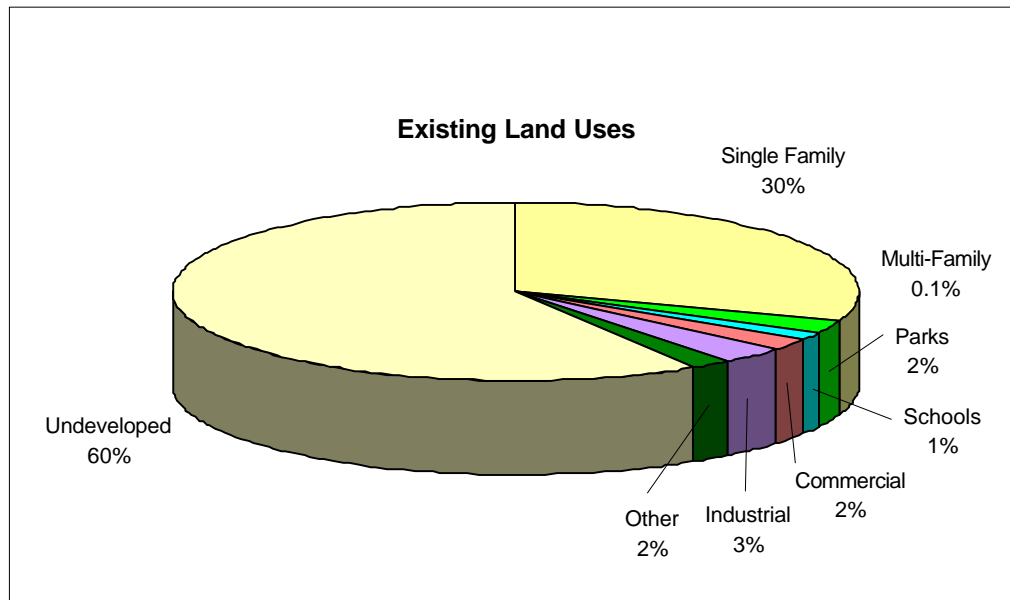
### **Survey Methodology**

In 1997 a parcel by parcel land survey was conducted for all areas within the existing City limits and ETJ (see map) by the City's planning department. Each parcel was color coded and documented according to the following categories:

<b>Single-Family</b>	One-family dwellings and related accessory buildings
<b>Multi-Family</b>	Apartments, rooming houses and related accessory buildings
<b>Parks</b>	<u>Parks, Playgrounds and Public Open Space</u>
<b>Schools</b>	<u>Schools, Churches, Cemeteries and Public Buildings</u>
<b>Commercial</b>	<u>Commercial</u> amusements, building materials yards, automobile garages and sales lots, warehouses, wholesale establishments, sale of used merchandise and welding shops. <u>Retail</u> stores, shops and personal service establishments, shopping centers, service stations and any associated off-street parking facilities. <u>Professional/Administrative Offices</u> , doctors, dentists, real estate, secretarial service, etc.
<b>Industrial</b>	<u>Light Industry</u> - Light processing, storage, light fabrication, assembly and repairing
<b>Undeveloped</b>	<u>Vacant Land or Agricultural Uses</u> having no apparent use, or land used for agriculture ranching or farming.

### Figure 2.3.1 Existing Land Use

The following pie chart is a visual representation of Table 2.3.1 on the previous page.



For comparison, see Figure 3.1.2 on p. 46 for projected Future Land Use percentages.

### 2.3.2 Existing Condition Illustrations

The following maps represent a "snapshot" in time of how Cedar Park looks today. These existing conditions were utilized by the planning team to develop future projections and planning solutions.



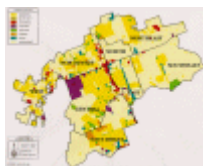
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## ETJ Map



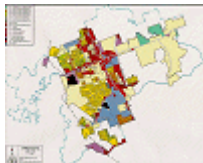
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## Planning Districts



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## Current Land Use



GIF, 271 kB

## Zoning Map



GIF, 289 kB

## Subdivision Activity

## 3.0 The Plan

### 3.1 THE FUTURE LAND USE PLAN

Cedar Park's long range Land Use Plan is the culmination of the enormous input and dialogue that has occurred throughout the comprehensive planning process. With the adoption of the comprehensive plan and the Future Land Use Plan, Cedar Park has completed the primary task in planning its land use development for the future.

The Land Use Plan is graphically the most tangible tool developed during the process. Overlaid with the local and regional thoroughfare plan and the open space and drainage way plan, the Land Use Plan establishes the framework from which long term land use decisions can be based. The plan graphic as well as the policy statements are intended to provide a framework and serve as a guide in the location of future land uses and the redevelopment of inappropriate land uses. Land use is dynamic rather than static; it is a process that is determined heavily by community input and is dependent upon citizen and land owner involvement for its success. The Future Land Use Plan is a tool that helps Cedar Park achieve its potential growth and economic vitality. It also identifies land that is in flux or requires land use clarification or amendment.

The Land Use Plan is that element of the comprehensive plan that combines all the influences affecting Cedar Park into a single icon or image. Four distinct phases of the planning process have shaped the Land Use Plan.

1. Research (perception): The initial phase of the process involved lengthy investigating as to the current and past land uses within Cedar Park.
2. The survey documentation varies in depth from sketches and diagrams on which land use patterns were documented, to a comprehensive coverage map of the entire ETJ of Cedar Park. The existing documentation and mapping by the City's planning staff formed the basis of documentation.
3. Analysis (deduction): When assembled, the maps, plans, and report were studied as to patterns of growth and as to intensity in light of land use changes in a particular area or growth along a corridor.
4. Synthesis (application): The final step in the process of developing the Land Use Plan was the application of the findings to the land use patterns determining future growth.

Land use planning is a natural process of orderly evolution. The purpose of the Land Use Plan is to create an outward systematic means to determine Cedar Park's future development patterns: *where the citizens want to go, and how the leadership can get there.*

The Future Land Use Plan for Cedar Park is not the City's zoning map. The Future Land Use Plan is conceptual and is created to serve as a guide for future land use decisions. The purpose of the Land Use Plan is to help create the overall framework from which detailed decisions can be made by the department responsible for implementing the various components of the plan. Future land uses are based on the policies, goals and objectives as adopted by the City Council, resulting from input by the Planning and Zoning Commission and expressed by the Community Voices (i.e. public comments from the meetings) obtained at the beginning of the comprehensive plan process.

Tools such as annexations, the zoning and subdivision ordinances, the roadway plan, and the capital improvement plan are all used to implement the Comprehensive Plan. It is at the macro level of land use planning that the broadest decisions can be made, whereas the specific property decisions are made via zoning. As illustrated on the Land Use Map, intensity areas have been used to project future land use patterns for the Cedar Park planning area. The land uses are described by intensity in order to analyze the compatibility and location of new uses within the community. These intensity levels are used to plan future locations of land uses in a community and set the framework for detail decision making.

**Table 3.1.1 Land Use Intensity Areas**

Intensity Areas	Predominant Land Uses
<b>Greenways</b> .....	Open space connectors between Neighborhoods and Land Uses.
<b>Low intensity</b> .....	Single-family, Parks, Schools, Agriculture, Undeveloped land.
<b>Low-to-medium</b> .....	Medium density residential, Office, Retail ( <i>Not shown on map</i> ).
<b>Medium Intensity</b> .....	Commercial, Downtown district, High density residential.
<b>High Intensity</b> .....	Industrial parks, Employment centers, Light manufacturing.

### 3.1.1 Intensity Areas — Relation to Roadways

Cedar Park's Roadway Plan was updated as part of the 1990 Plan for Community Impact Fees (CIFs). The Roadway Plan was again updated in 1994 and was included in the 1996 CIF update. The roadways in the City's current plan were also included in the Austin Metropolitan Area Transportation Plan, which was adopted by the Austin Transportation Study Policy Advisory Committee in December 1994.

Single Family residential development (low intensity) is generally located on a residential street of 50 feet of right-of-way (ROW), utilizing a residential and neighborhood collector of 60 to 64 feet of ROW to "collect" the traffic in a neighborhood in order to connect or transport it to a minor or major arterial roadway or freeway. Duplex, low density multi-family residential development, office and office/retail (low-to-medium intensity) are generally located on a collector street.

High density multi-family and commercial land uses are generally located at the intersection of a collector or larger street with a minor or major arterial roadway. This provides direct access to a primary roadway, accommodating a larger volume of traffic from a concentrated area. In addition, by locating businesses at the "nodes" created by the intersection of a collector with a minor or major arterial roadway, strip commercial is discouraged. This facilitates a more efficient, safer and effective transportation system.

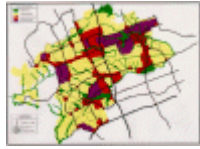
Industrial uses are generally located along major arterial roadways. The light industrial district is intended to accommodate light manufacturing or assembly operations contained principally within an enclosed structure. Development styles include industrial campuses, industrial parks with aesthetic standards to protect other users in the park, and employment centers which resemble large office complexes with a high concentration of employees.

### 3.1.2 Intensity areas—Transitional Land Uses

Intensity areas are also used to provide a transition between land uses. For example, duplexes are often used to transition between single-family and multi-family or commercial. Sometimes office is used to provide a transition between single-family and commercial or between multi-family and commercial. Sometimes multi-family and commercial are used to transition between single-family residential and a major arterial roadway or freeway.

Planned Unit Developments (PUD) are a way of increasing the compatibility between land uses. One way PUDs do this is by requiring special buffers, height and set back regulations. By requiring a minimum size of ten acres, Cedar Park's PUD zoning district does not promote "spot zoning"; most courts make a distinction between rezoning proposals for large tracts as opposed to small, individual lots. The Cedar Park PUD zoning district states that "it is intended for large or complex developments under unified control planned as a single project".

**Figure 3.1.1 Future Land Use Intensity**



GIF, 286 kB

## Future Land Use

*Please continue to next page*

### 3.1.3 Additional Land Use Assumptions

The City continues to promote and preserve medium and high intensity land uses at intersections of two major arterial roadways and along the following established corridors: Bell Boulevard (US 183), Whitestone Boulevard (FM 1431), RM 620, that portion of Cypress Creek Road lying between Lakeline Boulevard and South Bell Boulevard (US 183), and a portion of proposed Anderson Mill Road (*i.e.*, the southern portion of existing FM 2769 / Volente Road) lying between RM 620 and the proposed T-intersection created by connecting FM 2769 to Anderson Mill Road.

Current businesses along US 183 are vital to the community's well being. This business area will remain the gateway to Cedar Park from the south and the north. The City has committed to the business owners along US 183 to preserve the existing business district by zoning the area along proposed US 183A, between Brushy Creek Road and FM 1431 for land uses other than retail (e.g., single-family, multi-family, office, light industrial).

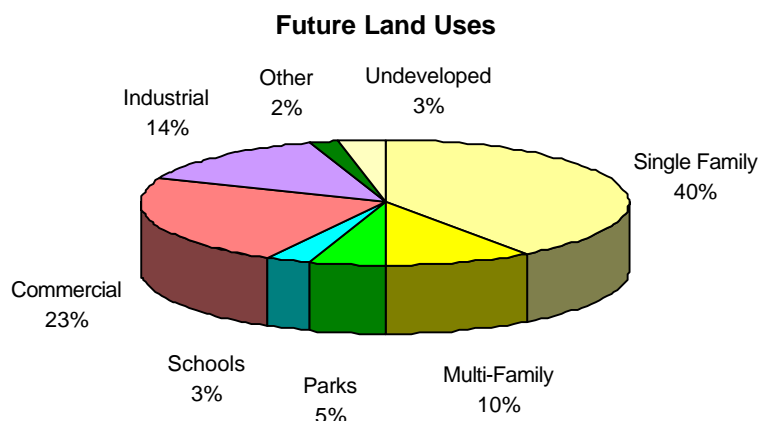
Quality land use and transportation planning prefers that commercial development be located at nodes instead of encouraging strip development along all major arterial roadways. The City has the opportunity to develop East FM 1431 at a higher standard. A downtown district could be accommodated primarily between US183 and the proposed US 183A. High end retail could be accommodated at nodes along FM 1431 primarily between the proposed US 183A and CR 175. Special "gateway nodes" that mark the boundaries of Cedar Park at roadways could offer opportunities for special zoning considerations. This might restrict particular commercial or retail land uses, within gateway nodes only, that could give a less than desirable first impression (e.g., public storage operations).

To avoid strip development, smaller tracts are encouraged to be assembled for a higher intensity of development (e.g., medium or high intensity). Specifically, unassembled tracts are encouraged to develop as light office or "higher than single-family" residential development. The traditional heavy commercial uses currently permitted in B-2 are discouraged unless assembled in a "park" setting utilizing a common driveway access.

Even prior to Cedar Park's gaining of 6,000 acres of land in the new Southeast Planning District, the City has planned for the highway corridors along FM 1431 and Parmer Lane to be developed with medium and high intensity land uses, while attempting to maintain the natural setting and appearance.

#### Figure 3.1.2 - Percentage of Future Land Use Types

Based on future projections and the Future Land Use Plan on p. 45, the following land use percentages are recommended:





In addition to the Future Land Use Plan, a series of action items have been identified to help guide in plan implementation over time:

- Establish the generalized patterns of growth for the community using the Future Land Use Plan for Cedar Park and the policies developed during community workshops.
- Priority should be given to the high intensity land use areas so as to promote economic development for Cedar Park.
- Cedar Park's Planning Director and its professional staff should develop timely and in-depth analysis of plan modifications or amendments for both City Council and the Planning and Zoning Commission.
- Planning staff should review development proposals for compliance with the Land Use Plan.
- The greenways along drainage ways and flood plain areas as delineated on the plan should be coordinated with the department of Public Works to be designed and constructed as both drainage ways and recreational amenities.
- Negative impacts to residential neighborhoods by encroachment of incompatible land uses should be fundamental to detailed land use planning.
- New land uses that compromise or alter the configuration of the high intensity development sites should be avoided.
- Park or public open space connections to the neighborhoods should be encouraged; yet conflicts between users and adjacent residents should be minimized. i.e. Parking services and access, night light, etc.
- Continued citizenry input into land use decisions should be encouraged.
- Bell Blvd. (existing US 183), should be redesigned as an aesthetically appropriate commercial avenue.
- Proposed non-residential developments should be evaluated for appropriateness with the Land Use Plan and compatibility with surrounding land uses as well as coordination with infrastructure improvements.
- The City should protect its open space and environmental quality by ensuring that a landscape and tree ordinance is adopted and enforced for new development.
- Periodic review of the approval and permitting process should be undertaken.
- A design guide for industrial and commercial properties should be created to help establish a level of uniform quality for Cedar Park. Items addressed should include: Landscaping, Signage, Lighting, Set backs, Building Materials, and Parking.
- The Future Land Use Plan should be followed as a guide for both land use planning and intensity as well as the extension of proposed public facilities and services.
- The City of Cedar Park should designate the lands along FM 1431 as the City's economic growth corridor and establish incentives to develop the area.
- The City of Cedar Park should encourage a variety of housing, development types and densities needed to support strong commercial and industrial development.
- The zoning and subdivision ordinances should be updated and revised to reflect current conditions and policies.
- The subdivision dedication requirements and the master park plan should be revised.

### 3.1.4 Annexation

In the state of Texas, annexation is the public process by which cities may extend municipal services, voting privileges, regulations and taxing authority to new areas with the specific intent of protecting the public's health, safety, and welfare. With Cedar Park's rapid growth and need to diversify land-use to attract new business and industries, annexation of new land is essential to the logical and efficient extension of City services.

The statute that addresses annexation, however, does dictate service requirements to keep cities from abusing the authority to annex adjacent lands. Current state law requires cities to provide water and wastewater services to the annexed area within 4½ years of annexation.

It is important for Cedar Park to annex adjoining lands for the long term well being of the community; yet it must be done in accordance with established policies and plans and not on an ad hoc basis.

Lands that Cedar Park may annex must lie within the City's Extra Territorial Jurisdiction (ETJ). Cedar Park's ETJ is based on its population and size.

Cedar Park's established ETJ serves two distinct purposes. First, it is the statutory prohibition against adjoining municipalities from annexing into the ETJ of Cedar Park, and second it defines the area for future planning and infrastructure.

A current state law provides for a one-mile ETJ for municipalities with 5,000 to 24,999 inhabitants within their corporate boundaries; two-miles for 25,000 to 49,999 inhabitants; three and a half miles for 50,000 to 99,999 inhabitants; or five miles for 100,000 or more inhabitants. Cedar Park currently has a one-mile ETJ; however, in all directions it currently abuts the ETJs of surrounding cities.

The following summarizes the annexation process that cities must follow in the state of Texas. A more defined explanation can be found in Chapter 43 of the Texas Local Government Code.

1. The annexation must be contiguous to the corporate city limits, and strip annexation of less than 1,000 feet are prohibited unless initiated by the owner of the land.
2. The total amount of land annexed in any calendar year cannot be more than ten percent of the city's total area as of January 1 of that year. If a city does not annex the full ten-percent, it may carry over the unused allocation for use in subsequent years. Including acreage carried over, the area annexed in a given calendar year cannot exceed thirty percent of the city's total area as of January of that year. The exception to this rule is that government property is not included in the total, nor is land which is being annexed at the request of the property owner or resident.
3. The annexation procedure mandated by Chapter 43 includes public hearings and notices in the local newspaper for existing or possible future residents to provide input.
4. If more than twenty adult residents of the area proposed for annexation oppose the annexation within ten days after notification, one of the public hearings must be conducted in the area proposed for annexation.
5. The first reading of the annexation ordinance cannot be more than forty days from the first public hearing or less than twenty days from the second hearing. Final adoption of the annexation ordinance must be within ninety days of the first reading.
6. The local government must prepare an annexation service plan for the area being served and make it available as part of the public hearing process. The service plan must provide for extension of services such as fire, police, solid waste collection, maintenance of public roads and similar public services. The service plan may provide for different levels of service based on topography, land use and population; however, the service plan may not propose fewer services or lower levels of service than were in existence prior to annexation or available to other parts the City with similar characteristics. The annexation statute also requires that cities who own their

municipal wastewater facilities extend those services to areas being annexed that are not within the service area of another utility provider. Construction of capital improvements required for service must begin within two years of the annexation and be substantially completed within four and one-half years. These requirements do not apply if the annexation is initiated by owners of the land to be annexed, provided that the owners and the City have agreed that the capital improvements within the area annexed are not expected to be completed within four and one-half years.

One of Cedar Park's most significant annexation to date has been the incorporation of acreage eastward from the US 183 corridor along FM 1431 and Parmer Lane (FM 734). The City's leadership identified this area as its "Economic Growth Corridor" and sought to include these lands within the long range growth for the City.

Reserved for employment centers and light industrial development, (land uses other than single family) these lands will form the basis for Cedar Park's long term economic growth strategy. Along with the annexation of the FM 1431 corridor is the City's commitment to provide water and wastewater. Industrial users will be important to the City's participation in the regional wastewater system and to the implementation of the economic development element of the comprehensive plan. The FM 1431 corridor is particularly conducive to light, industrial campuses because of the large acreage tracts on the north side, most of which will have dual frontage on FM 1431 and New Hope extension as proposed in the Cedar Park and ATS Roadway Plans. There are also large acreage tracts on the south side of FM 1431 and Brushy Creek Road, allowing the tracts closer to Brushy Creek Road to continue to accommodate residential growth.

Cedar Park should continue a sustained program of annexation with the following objectives:

- Work with residents and landowners in area to be annexed in an effort to address needs and existing land uses.
- Initiate a focused effort linking economic development to the annexation of land to support employment centers and retail centers.
- Develop a plan that identifies those areas suitable for annexation.
- Establish priorities for lands to be annexed.
- Prioritize those areas that can more easily be served by extending public utilities and service.
- Analyze lands that are outside the City limits of Cedar Park that are currently developed or partially developed as to fiscal impact before annexation is pursued.
- Evaluate areas of limited development opportunity or ecological sensitivity as to aesthetic, social and fiscal impact prior to pursuing annexation.
- Identify those areas where zoning will help preserve future land uses in accordance with the comprehensive plan.

By following a prudent and timely annexation plan, Cedar Park will be better able to assess its growth strategies and determine those areas to be served by extending municipal services and utilities.

With this long range view, facilities and service can more efficiently be delivered and capital outlay better planned. The City's staff should annually assess how much land is being absorbed, its proximity to services, and its impact on the City's budget.

In the process, the City will ensure that it has enough developable land for the future growth and prosperity of Cedar Park.

## 3.2. ECONOMIC DEVELOPMENT

### 3.2.1 Population Forecast

Migration from Travis County to Williamson County will continue to be strong, as will in-migration from outside the region. Cedar Park will increasingly be affected by this trend. Growth along IH-35 will be limited by increased congestion, while the possible construction of U.S. US 183-A and State Hwy. 130 will provide new opportunities for development. The expansion of Parmer Road will also fuel growth towards the northwest part of the MSA.

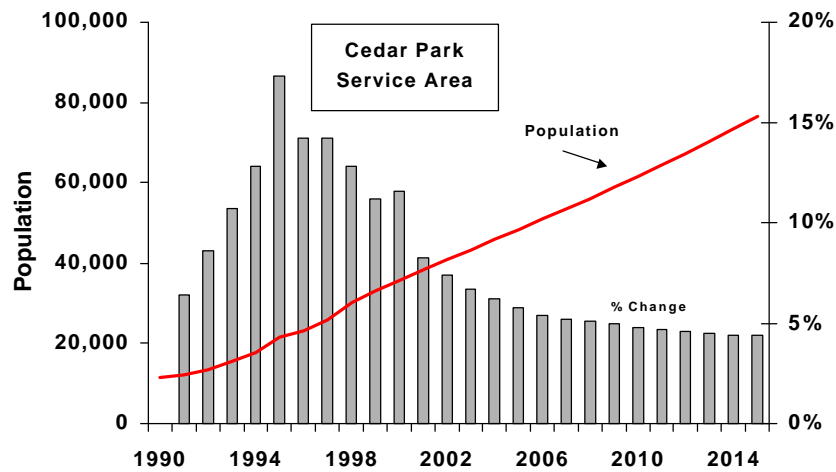
Angelou Economic Advisors projects that population growth for Cedar Park will continue to grow at rates faster than the MSA, finishing out the decade at 8% annual growth. Cedar Park population growth will then begin a downward trend to 5% in 2010, due to an anticipated slowdown in regional population growth. Cedar Park can expect to double in size by the year 2005, and add nearly 35,000 people by 2010.

**Table 3.2.1 Population Projections Through 2015**

	<b>Cedar Park</b>		<b>Austin MSA</b>	<b>Williamson County</b>
	<b>City &amp; ETJ</b>			
1980	5,357		585,046	76,526
1990	11,534		850,570	140,619
1991	12,271	6%	874,277	146,499
1992	13,322	9%	901,432	153,151
1993	15,615	17%	933,337	162,284
1994	17,599	13%	965,663	172,669
1995	21,477	22%	999,936	184,034
1996	23,142	8%	1,041,330	198,286
1997	25,741	11%	1,080,901	208,634
1998	30,149	17%	1,119,813	220,424
1999	32,955	9%	1,157,887	231,959
2000	35,686	8%	1,194,939	243,185
2001	38,328	7%	1,230,787	254,046
2002	40,868	7%	1,265,249	264,487
2003	43,385	6%	1,299,411	274,837
2004	45,875	6%	1,333,196	285,073
2005	48,332	5%	1,366,525	295,171
2006	50,850	5%	1,400,689	305,521
2007	53,431	5%	1,435,706	316,130
2008	56,076	5%	1,471,598	327,005
2009	58,787	5%	1,508,388	338,151
2010	61,567	5%	1,546,098	349,576
2011	64,415	5%	1,584,751	361,287
2012	67,335	5%	1,624,369	373,290
2013	70,328	4%	1,664,979	385,594
2014	73,396	4%	1,706,603	398,205
2015	76,541	4%	1,749,268	411,131

Source: Angelou Economic Advisors Inc.; City of Cedar Park Planning

**Table 3.2.2 Population Projections**



Source: Angelou Economic Advisors Inc., Cedar Park Planning Department

This forecast is based on the city limits and ETJ in place in early 1997 and assumes a slightly increasing capture rate of new Williamson County population by Cedar Park. These projections provide the community with a snapshot of the City's growth potential, but will ultimately be determined by industrial recruitment policies and build-out potentials for undeveloped land. Cedar Park has performed sub-city population estimates and projections in the past, and should continue to do so as infrastructure investment decisions are considered.

### 3.2.2 ECONOMIC DEVELOPMENT STRATEGY

Much of the visioning, goal-setting, and community input found in this comprehensive plan directly relates to the role of economic development in Cedar Park's future. The community clearly expressed its desire to attract more industry to Cedar Park and diversify the tax base.

As the economic development consultant to the comprehensive planning process, Angelou Economic Advisors Inc. (AEA) was responsible for assessing the existing economic environment in Cedar Park and making recommendations for improving Cedar Park's potential for recruiting new firms. To do so, AEA examined the current industry composition of the City, population trends that affect the available supply of labor, quality of life issues, and commercial development trends.

At the beginning of the planning process, AEA set out to determine the following:

1. How does Cedar Park look to companies considering the relocation or establishment of a new operation?
2. What are Cedar Park's strengths that make it a logical locational choice for new firms?
3. What are some of the barriers that would discourage the location of new firms into Cedar Park?
4. How can Cedar Park assist local companies to maintain the operations within the City and expand their business?

In the course of the planning process, the community and staff directed specific questions to the project team that relate to economic development:

1. How can the community alter its current development path away from purely single-family development?
2. How can Cedar Park attract new industry?
3. What types of industries and businesses should Cedar Park be targeting?
4. What annexation policies should be taken and which infrastructure investments should be made to facilitate industrial development?
5. Are the utility expansions currently proposed in line with growth potential?
6. Should the City discourage sprawl by not providing utilities in the ETJ?
7. Should the City designate preferred growth corridors for industry?
8. What are the transportation corridors that are most important to Cedar Park's growth? (Anderson Mill, US 183-A, FM 1431, FM 620, Lakeline Blvd., Little Elm Trail, New Hope Road)
9. How will regional infrastructure and highways affect Cedar Park?
10. Does the City need an industrial park?
11. How can the City encourage industrial/office development by private landholders and developers?
12. What kind of industrial/office development should be encouraged?
13. What educational facilities should be encouraged to boost the know-how of the local labor force (ACC, technical schools, 4-year college)?
14. What beautification efforts should be done to improve the attractiveness of the community to businesses?
15. How will a downtown district play a role in recruiting new businesses to Cedar Park?

These questions are important to the long-term development of Cedar Park, and many are addressed by the project team. However, market dynamics and fiscal constraints will ultimately play out over time, regardless of the planning process. In this section, Angelou Economic Advisors Inc. discusses each of these issues and makes recommendations for their resolution.

### 3.2.3 Competitive Assessment

Many issues affect the ability of a city to attract new businesses, ranging from labor availability, accessibility, quality of life, taxation, business and real estate costs, and the presence of ancillary firms.

In order for Cedar Park to become a uniquely attractive location for firms, the community as a whole must improve its physical attractiveness, diversify its local workforce, promote greater levels of real estate development, and promote the expansion of roadway infrastructure into the City.

Cedar Park can best utilize staff resources to target specific types of businesses for recruitment and combine its efforts with City-wide marketing campaigns. The possibility of a downtown district will further enable the City to establish a unique identity within the region and statewide. These efforts must first "put Cedar Park on the map" and then focus on recruitment.

To determine Cedar Park's current attractiveness to new firms, Angelou Economic Advisors Inc. examined the following five key areas. Much of the following analysis of Cedar Park's strengths and weaknesses draws on data and analysis from Section 2.0, "Population and Economic Review."

#### **A. Labor and Industry Base**

Labor market conditions are extremely important to the attraction of new businesses to an area and are often the most important location factor. An area must have access to an abundant labor force, with the skills required by the new business, at a cost that is attractive relative to other areas being considered for a new location.

While Cedar Park's population growth has exceeded all expectations, workforce availability in the City has not similarly improved. The demographic profile of Cedar Park's population is middle- to upper-income households, consisting of individuals who commute to jobs in other parts of the Austin area. These jobs are typically in management or technology service-related positions. Cedar Park's relatively small manufacturing base does not create the "critical mass" needed to attract manufacturing workers to the area, and rising costs of housing further stall the growth in a manufacturing workforce.

Angelou Economic Advisors Inc. recommends that the City begin the process of studying the demographics of the Cedar Park workforce and regional commuting patterns. AEA recommends that a household survey be conducted for the Cedar Park area with specific questions regarding industry, occupation, income, and commuting time. This survey should emphasize local workforce competitiveness and support future marketing strategies by targeting businesses that fit the profile of Cedar Park's workforce and "bringing the jobs home."

#### **B. Transportation and Accessibility**

Transportation access to markets and suppliers are also important factors in location decisions, particularly for suburban communities linked to regional economies. Manufacturers must be able to obtain supplies and materials reliably, transport and ship products to customers, and access an adequate supply of qualified labor. Commercial air service is extremely important to export-oriented businesses.

The expansion of US 183 has greatly improved the accessibility of Cedar Park to the region, as has the expansion of Parmer Road. Direct access via US 183 to the new Austin-Bergstrom International Airport offers a new alternative to locations along congested IH-35.

The City's future depends in large measure on highway improvements and expansions. Continued coordination with the Texas Department of Commerce, Greater Austin Chamber of Commerce, and Texas Turnpike Authority will be required. The City of Cedar Park and the Cedar Park Chamber of Commerce should become champions for lobbying the improvement of US 183, the expansion of US 183-A, and the construction of SH 130. SH 130 is important to Cedar Park because it will relieve the traffic on IH-35 which is the primary road that will be used by the City's economic growth corridor on FM1431.

#### **C. Site Availability**

Cedar Park currently does not have industrial and office space for the immediate location of new

businesses. The City does, however, have numerous industrial and office sites available for development. While the City of Cedar Park may find it difficult to promote speculative building, tenant-owned construction will become increasingly important to the process of recruiting new employers.

The City of Cedar Park should encourage strong relations with local landholders and developers such as Pohl, Brown & Associates, Security Capital, Trammell Crow, and Hill Partners. Some public financing of new projects or permit fee waiving should be considered to “jump-start” the development process. More discussion on incentives will follow in Section 5.0.4.

#### **D. Quality of Life**

While quality of life issues do not primarily drive business location decisions, they do play an important role in the attraction of workers to an area for newly relocated businesses. Recent economic development trends point toward a greater emphasis on quality of life issues, as traditional location factors grow less important in the “information age.”

Much discussion within the community has centered around the “attractiveness” of the City. Sporadic development patterns and the lack of design ordinances has made the City a victim of unattractive, strip development along its major roadway arterials. While Cedar Park is close to outdoor amenities such as Lake Travis and numerous regional parks, local entertainment options are minimal, resulting in the loss of retail revenue to restaurants, malls, and movie theaters further south on US 183.

However, locals place a premium on the “small town” feel of the community and the “connectedness” enjoyed by many neighborhoods. The strong social fabric found in Cedar Park is increasingly important to businesses that rely on public support of their operations. Many parts of the City have a natural beauty and back country terrain that is rare in suburban communities.

Quite possibly, Cedar Park’s greatest long-term asset to new businesses will be the quality of life not found in other parts of the region. The development of a downtown district, the establishment of design ordinances, and growth of entertainment options in the area will all improve Cedar Park’s quality of life and create a unique environment for new families and new businesses.

#### **E. Business Climate and Taxation**

Businesses examine business climate and taxation issues on both a state and local level when determining a location decision, not only as an indicator of present conditions, but future conditions as well. Local support for new and existing businesses plays a large role in welcoming new businesses to a community.

The City, with support from the Chamber of Commerce, must focus on benchmarking the area with other fast growing suburban communities in the Austin MSA on issues of taxation, labor force, education, infrastructure, and business climate.

#### **F. Education and Training**

Local educational facilities and training programs affect a firm’s competitiveness on two fronts: the firm’s ability to find qualified workers, and the ability to attract families to the local school district.

The Leander Independent School District must continue to provide a high-quality education to the many new students to the area and must rely on the support of the local municipal governments. Additionally, the City and Chamber of Commerce must work closely with Austin Community College in order to ensure that it become the vehicle by which the City promotes its workforce and specialized workforce training. Specific training programs must be encouraged in order to mirror the types of labor requirements demanded by the desired targeted industries.

### **3.2.4 Targeted Industries**

Cedar Park should generally target small- and medium-sized high tech businesses that are considering Central Texas for a location and don’t necessarily need to be locating within the City of Austin. Similarly, Cedar Park should target businesses in the Austin area that have limited resources for their expansion and



may be considering expansion elsewhere that will reduce their cost of doing business.

Austin area companies, particularly those in the technology sector, are expanding at a phenomenal pace and many can't find enough office space or industrial space to accommodate their growth. In particular, firms in the northwest are looking for expansion alternatives that don't require a substantial rise in real estate costs. Cedar Park must present itself as an alternative to the already congested areas in northwest Austin.

While many in the community desire the attraction of a large industrial user like Dell Computer or Samsung, already existing congestion along US 183 would make workforce accessibility a major constraint. In time, the construction of US 183-A and roadway expansions connecting Cedar Park with IH-35 will allow Cedar Park to be a more viable alternative for a large user. Cedar Park current has sizable tracts of land with available utilities and entryways. The FM 1431 growth corridor contains several large acreage tracts of land in excess of 100 acres, and the City is constructing the water mains and wastewater trunk lines and storage facilities necessary to serve large users.

Large industrial users promise big economic payouts in terms of tax revenue, land sales, and utility fees, but their recruitment to Cedar Park is by no means assured. Numerous small cities have unsuccessfully focused their economic development efforts exclusively on "slam-dunk" targets and have missed other opportunities for development. Cedar Park will compete for these large users in time, but must begin to organize its economic development infrastructure and in the meantime focus its efforts on near-term attainable targets. The City can expect to get the attention of medium-sized businesses that employ between 50 and 250 workers and are looking for enough land for a campus-style setting.

Considering Cedar Park's lack of a manufacturing base, Cedar Park is a competitive location for expanding firms in the following industries:

**A. Electronics manufacturing, assembly operations, and industrial suppliers**

Cedar Park should target small businesses of less than 50 employees that require minimal industrial space but produce a high value-added product, particularly regional suppliers to semiconductor or computer firms. These firms include printed circuit board assembly, plastics molding, wire and harness assembly.

**B. Software development**

The Austin area has experienced phenomenal growth in software startups and re-locations. Recently, many of these expanding companies have relocated to downtown Austin, where less expensive real estate is available and greater amenities (restaurants, entertainment, and recreation) are offered for their employees.

Cedar Park will be increasingly positioned as an alternative location for software and information technology businesses. The City offers a "reverse" commute for technology workers located in northwest Austin.

**C. Growing manufacturers that may require new campuses**

As discussed earlier, numerous high-tech firms are on a high-growth trajectory that will in time be limited by the availability of space and acreage. Cedar Park officials must be up-to-date on the local expansion plans of area firms and market the City as a viable alternative.

### 3.2.5 Marketing Strategy

A marketing strategy must identify Cedar Park as the “new” alternative for re-locations to Austin, Texas. Cedar Park should exploit the congestion and frustration associated with relocating to other parts of the region and should emphasize its small town character. In particular, Cedar Park should pivot a marketing campaign on the “Cedar Park of the Future”, with a downtown district on the way and improved access to amenities in region.

City officials and representatives should also support the efforts of the Greater Austin Chamber of Commerce (GACC) to recruit companies from outside the Austin area and assist local companies with their expansion plans. Cedar Park representatives should also participate on the various marketing trips to the west and east coasts by GACC volunteers.

### 3.2.6 Organizational Issues

Throughout the comprehensive plan the project team has recommended that a new single economic development entity be created by the City. Specifically how this new entity is created and what form it will take should ultimately be determined by the various interested parties, e.g. City staff, chamber of commerce, utilities, business leaders, etc. Angelou Economic Advisors Inc. recommends that the City create a task force that includes these community organizations to formalize an economic development structure for the City of Cedar Park. This task force should address the following tasks:

#### **A. Determine the role of this new organization**

The primary function of any economic development entity is to handle prospects and be a central point of contact for any inquiries made by companies about the City. This entity will respond to any requests for information and send marketing materials tailored to the prospect.

#### **B. Determine the point of contact**

In many communities, the chamber of commerce or an economic development corporation serves as the central point of contact. In rural communities, frequently a City staff person handles any inquiries by companies and frequently works with a local electric utility representative.

The comprehensive plan recommends that a single economic development entity guide business development. A single entity minimizes confusion on the part of businesses seeking assistance, minimizes barriers to the use of incentives, and focuses the community’s marketing efforts.

Various options are available to Cedar Park for how it may designate a primary economic development organization. Typically they fall into one of the following

- Chamber of Commerce of Cedar Park
- City of Cedar Park
- A separate, newly formed economic development organization (such as a commission or economic development board)

Before a decision is made on the designation of a lead economic development organization, the task force should consider the following factors:

- Who is currently doing economic development?
- How will it be funded?
- What does the business community currently expect?
- Are there political considerations based on City policy or codes?

Angelou Economic Advisors Inc. recommends that Cedar Park consider the designation or creation of a new position within the designated economic development organization to serve as a full time economic development director for the City. This person may be new to the process or currently employed by an organization, but must be given clear directives and authority to guide the community’s economic development efforts.

Subject to these factors, and the results of the economic development summit, we encourage Cedar Park to create a newly formed and separate economic development corporation (Cedar Park Economic Development Corporation) as a 501 (c) (3).

**C. Determine the functions to be carried out by this new organization**

Functions required by any successful economic development entity include:

- Maintaining a prospect database that includes all project data, contact persons, action taken by the City, project status (lead, initial inquiry, prospect, on hold, dead, etc.), list of visits by the company, and action to be taken;
- Fielding any calls initially made to the City, chamber of commerce, utility, or other community organizations that relate to economic development and the recruitment of new businesses;
- Acting as a liaison for the prospect with City staff on issues of infrastructure, incentives, permits, and the development process
- Acting as the central link for all community organizations with interests in economic development
- Developing a database of potential prospects in the region, state, and U.S. that should be targeted by a marketing campaign
- Acting as the principal media contact

**D. Formalize an incentive policy**

A formal incentive policy by the City clearly establishes the “rules of the game” for relocating businesses. The City of Cedar Park has reviewed alternative incentive policies and should formalize its policies. Possible incentives include:

- City sales tax sharing for business that engage in direct selling, e.g. Dell Computer and Power Computing
- Property tax abatements for large industrial users
- The Texas Capital Fund – allows for the financing of commercial projects by providing grants to communities of up to \$500,000 per year to provide roadway and utility infrastructure to raw land for the purposes of recruiting a new firm or developing an industrial park

Incentive policies aim to attract new businesses and industries to Cedar Park that will increase the local tax base, provide new employment opportunities, and enhance the quality of life. However, good incentive policies maximize public investment by attracting private investment that may have needed some assistance to tip the balance in the local community's favor. Incentive policies should be based on unrealistic ambitions or a “build-it-and-they-will-come” approach. Physical investments by a city rarely maximize the impact of public funds and usually just distort the local market fundamentals. Cities should guide investment to desired growth corridors while still heeding the economics of the current recruitment environment.

Cedar Park can best maximize its public funds to leverage pre-leased construction of industrial and office space by offering tax abatements to target industries.

**E. Formalize the marketing strategy**

Enlist the support of a marketing and design firm to review existing marketing materials and develop new materials for general prospect responses and a specific campaign. Consider the creation of an economic development quarterly newsletter to be sent to regional companies and economic development entities to inform them of new developments in Cedar Park (downtown district planning, new construction, corporate re-locations and expansions, etc.)

<b>Program</b>	<b>Responsible</b>			<b>Time Frame</b>		<b>Funding Requirements</b>
	CITY	CoC	WCo	From	To	
<b>Task A</b> Create and direct an economic development entity	P	S	S	5/98	6/98	possibly a greater city/chamber budget designated to E.D. efforts or 501(c)(3)
	Set-up a meeting between City staff, chamber staff, and chamber volunteers to determine a primary point of contact and assign responsibilities to each organization. A mission statement for the new entity and a clear list of economic development goals for the City should be included in any new re-organization.					
<b>Task B</b> Formalize an incentive policy	P	S	S	6/98		no additional funding required
	Directed by the economic development agencies, determine the extend of public funding, tax abatements, and fee waiving that can be made available by the City and county and under what conditions.					
<b>Task C</b> Formalize targeted industries for recruitment	P	S		6/98		no additional funding required
	In conjunction with establishing an incentive policy, formalize the industries to be targeted in a marketing campaign and list privileged incentives and services to be offered to these industries					
<b>Task D</b> Create a marketing strategy	S	P		6/98	TBD	no additional funding required
	Enlist the support of a marketing and design firm to review existing marketing materials and develop new materials for general prospect responses and a specific campaign. Consider the creation of an economic development quarterly newsletter to be sent to regional companies and economic development entities to inform them of new developments in Cedar Park (downtown district planning, new construction, corporate re-locations and expansions, etc.)					
<b>Task D</b> Reassert Cedar Park's role in regional development	S	P		6/98	On-going	no additional funding required
	Meet with the Greater Austin Chamber of Commerce to ensure that all partnering opportunities are taken. Discuss conduct joint marketing trips with the GACC and other communities. Re-establish ties with top management at Austin Community College. Establish a transportation task force within the Cedar Park Chamber of Commerce and maintain strong ties with regional transportation authorities and particularly, the Texas Tollroad Authority.					
<b>Legend:</b> P = Primary Responsibility                      CITY = City of Cedar Park S = Support Responsibility                     WCo = Williamson County CoC = Chamber of Commerce						

**Table 3.2.4 Implementation Guidelines B**  
**Objective 5: Support a regional economic policy**

### 3.3 TRANSPORTATION

One of the most critical issues facing Cedar Park's future growth is transportation. Current problems, due primarily to vehicular traffic, must be addressed by providing new vehicular routes and alternate modes of transportation. New routes are necessary to provide north-south alternatives to North Bell Boulevard (US 183), and east-west alternatives to FM 1431. These two arterials provide as much as 90 percent of daily vehicular traffic to and through Cedar Park's planning area. Alternative modes of transportation, such as bus and rail service, should be investigated to reduce the total volume of vehicles during peak periods. Alternative modes and routes for hiking and biking would also help achieve community goals, such as a pedestrian-friendly environment. This section provides a synopsis of Cedar Park's current codes and plans that address future transportation needs.

#### 3.3.1 Governing Requirements

Chapter 12 of the Cedar Park Code of Ordinances entitled "Transportation" was created by Ordinance No. 94-004, which was adopted on February 10, 1994.

Section 1 of the Transportation Ordinance adopted the City of Austin Transportation Criteria Manual (TCM) as the standard for design, development, and construction of all transportation improvements within the city limits and extraterritorial jurisdiction of the City of Cedar Park.

Section 4 of the Transportation Ordinance contains Traffic Impact Analysis (TIA) requirements. Subsection F requires that the TIA be signed by the registered professional engineer or other qualified individual responsible for the supervision of the study and preparation of the TIA. The TCM contains details on administrative requirements such as establishment of scope and study area, review periods, technical report requirements, etc. Subsection F should be modified to require that the TIA be signed by a licensed engineer (delete "other qualified individual") responsible for the supervision of the study and preparation of the TIA as required by the Texas Board of Professional Engineers. Appropriate details should be added to provide administrative requirements such as establishment of scope and study area, review periods, technical report requirements, etc.

Section 5 of the Transportation Ordinance, Street Design, consists of three subsections that govern design, construction and functional classification of the street network. These subsections should be modified as follows:

Subsection A, Design and Construction, Paragraph (1) should be modified to read as follows: All streets and alleys shall be designed and constructed in accordance with the Transportation Criteria Manual and City of Austin Standards and Standard Specifications considering functional classification details.

Subsection B, Arterial and Collector Streets, Paragraph (1) should be modified to read as follows: Arterial streets shall be located and designed in accordance with the Roadway Plan and the Transportation Criteria Manual. Functional classification details from the TCM should be used as guidelines for arterial and collector street design. Recommended cross-sections are shown in the following figures which were adapted from the TCM.

Subsection B, Arterial and Collector Streets, Paragraph (2) should be supplemented with the following statement: The primary function of a collector street is to intercept traffic from intersecting local streets and expedite the movement of this traffic in the most direct route to an arterial street or other collector street.

Subsection B, Arterial and Collector Streets, refers to the Roadway Plan and the TCM for location and design of arterial streets. Section 1 of the TCM includes Table 1-7A, Arterial Roadway Inventory, which was adapted from the Austin Metropolitan Area Transportation Plan (AMATP) adopted by the Austin Transportation Study (ATS) on December 12, 1994. The TCM Table 1-7A was modified by the City of Austin to include the following information: proposed right-of-way, proposed cross-section, and bike route status.

An Arterial Roadway Inventory (Roadway Plan), which includes only roadways within Cedar Park and its ETJ, should be prepared and adopted using Table 1-7A from the TCM, with appropriate changes based on Table 4.5-1 of the AMATP as amended on June 10, 1996.

### 3.3.2 Roadway Plan

The current Cedar Park Roadway Plan (CPRP) was revised and adopted by the City Council on February 16, 1994 and was most recently amended on March 28, 1996. It consists of a color graphic map available in several scales. No tabulation of roadways is available except as included in the TCM.

The Roadway Plan should be amended to increase/improve spacing of arterials, particularly on the east side of the city. The current plan does not provide cross-sectional information related to minor, major, and freeways. This information should be incorporated into the tabular Roadway Plan.

Several inconsistencies exist between the CPRP and the AMATP. The following recommendations are intended to address this issue:

1. Brushy Creek Road is not extended east of Howard Lane in the AMATP. It is recommended that the CPRP include the section of Brushy Creek Road between Howard Lane and the intersection with Creek Bend Boulevard in Round Rock.
2. The "Y" on Brushy Creek Road east of US 183 where the roadway joins with Buttercup Creek Boulevard is included in the AMATP. This segment of existing Brushy Creek Road should be designated as a collector upon completion of the realignment and connection to US 183 at Cypress Creek Road.
3. Proposed Little Elm Trail is shown as a minor arterial in the CPRP, but not shown in AMATP. This roadway should be included in the CPRP with a MNR 4 classification. The proposed alignment would extend existing Little Elm Trail east of South Lakeline Boulevard to intersect US 183 at Kent Lane. This alignment should cross at the narrowest point of a flood plain of Buttercup Creek and extend north of the existing electrical substation.
4. New Hope Road between US 183A and CR 175 should be included in the CPRP and the AMATP.
5. Park Street East/West should be included in the CPRP with a MNR 4 classification, although not currently shown in the AMATP. Park Street East should be extended as a four lane minor arterial located approximately midway between FM 1431 and Brushy Creek Road from US 183A to Arterial "A" which is discussed below. Due to the existing quarry and critical environmental features, Park Street West should be terminated at Lakeline Boulevard and supplemented with collector streets as discussed below.
6. Due to critical environmental features, Buttercup Creek Boulevard should be terminated at Lakeline Boulevard and supplemented with collector streets as discussed below.

Several inconsistencies exist between the CPRP and the City of Leander Roadway (LRP) Plan. The following recommendations are intended to address this issue:

1. Lakeline Boulevard should be shown in the CPRP as continuing north of Crystal Falls Parkway as shown in the LRP and AMATP.
2. Osage Drive is shown in the LRP from Lakeline Boulevard to US 183. Realignment of existing Block House Drive North to intersect US 183 at the existing intersection with Osage Drive should be considered to eliminate two closely spaced signalized offset "T" intersections on US 183.
3. CR 273 is shown in the LRP from US 183 to proposed Block House Drive North. This roadway should be shown in the CPRP along with the proposed section of Block House Drive North.
4. Crystal Falls Parkway (CR 275) is shown in the LRP from west of US 183 to US 183A; this alignment should be shown in the CPRP.
5. County Glen is shown in the LRP from Bagdad Road to CR 273; this alignment should be shown in the CPRP.
6. Leander Drive is shown in the LRP from Sonny Drive to County Glen; this alignment should be shown in the CPRP.

The roadway network on the eastern side of US 183 in Cedar Park is incomplete. Additional arterial roadways should be incorporated into the Roadway Plan to complete the roadway network as follows:

1. Arterial "A" will complete the north/south network as a four lane minor arterial between Parmer Lane and US 183A, extending from Brushy Creek Road to FM 1431.

2. The Leander Rehabilitation Planned Unit Development (located in Austin's city limits) roadway network consists of the following roadways:
  - a. Little Elm Trail is proposed to be extended from US 183 at Kent Lane to proposed Davis Springs Road at its intersection with proposed Lyndhurst.
  - b. Lakeline Mall Boulevard is proposed to be extended to the east.
3. The two jurisdictions should coordinate this network for completeness; however, the following alignments should be considered to meet Cedar Park's transportation needs and to take natural features into consideration:
  - a. Lyndhurst should be extended north from RM 620 to Brushy Creek Road, and to FM 1431 if possible.
  - b. Little Elm Trail should be extended from US 183 at Kent Lane to proposed extension of Lyndhurst.

Although not specifically designated in the Roadway Plan, the collector street system is an important component of the City's transportation network. The following collector streets are recommended for inclusion in the future roadway network. They have been added to the proposed Roadway Plan figure.

1. Blockhouse Drive South is designated as a minor arterial between New Hope Road and FM 1431. It should be classified as a collector, consistent with the existing segment to the north and the section of Discovery Boulevard to the south which is under construction.
2. Lake Creek Parkway should be extended north from Lakeline Boulevard and Davis Springs Road to proposed Lyndhurst.
3. A collector street network is recommended for inclusion in the area bounded by US 183A, FM 1431, Parmer Lane and Brushy Creek Road as follows:
  - a. Extension of Park Street East from Arterial "A" to a north-south collector street
  - b. Street connecting Arterial "A" and Parmer Lane midway between FM 1431 and Park Street East
  - c. Street connecting FM 1431 and Brushy Creek Road between Arterial "A" and the existing development to the east
  - d. Street connecting Park Street East and Brushy Creek Road west of Arterial "A"
4. A collector street should be extended north from FM 1431 at its intersection with Arterial "A" to the proposed intersection of New Hope Road and County Road 180.
5. Three streets connecting Lakeline Boulevard and Anderson Mill Road are recommended to replace the originally proposed segments of Buttercup Creek Boulevard and Park Street.
6. Street connecting Little Elm Trail and Cypress Creek Road is recommended between South Lakeline Boulevard and US 183.
7. Street connecting Block House Drive North and the residential area east of proposed US 183A is recommended.

The recommendations discussed previously are shown on the Future Land Use Plan. The following table is a recommended Arterial Roadway Inventory to supplement the Roadway Plan.

The Austin Transportation Study (ATS) has established a network of Traffic Serial Zones (TSZ) throughout the study area for use in transportation demand modeling. The TSZ serve as the geographic units within which demographic information is documented and/or assumed for use in traffic forecasting. The TSZ, developed by ATS and utilized in the traffic assignment which serves as the basis for the current AMATP, have been modified since the AMATP was adopted. The modified TSZ have been overlaid on Cedar Park's base map and shown in the following Austin Transportation Study Traffic Serial Zones map. The revised TSZ have been integrated into the City's mapping.



### 3.3.3 Transportation System Improvement Plans

Several significant transportation system initiatives are in various stages of progress. The following summary of these projects is listed by jurisdiction with primary responsibility. The City should continue active support of these ongoing projects and initiate implementation of other recommendations as discussed below.

#### **City of Cedar Park**

1. Voters approved bond proposals on August 9, 1997 for the following roadway improvements:
  - a. Extension of Lakeline Boulevard from Buttercup Creek Boulevard to FM 1431
  - b. Widening of Cypress Creek Road
  - c. Realignment of Brushy Creek Road to intersect US 183 at Cypress Creek Road
2. Develop a transportation operations plan to include ongoing traffic count program, traffic signal operations, and traffic operational review/observations.
3. Develop a traffic safety improvement plan to include collection and review of accident reports, tabulation of accidents by location, preparation of an accident spot map, and development of recommendations to address existing and potential safety problems.
4. Anderson Mill Road - The City of Cedar Park initiated and is participating with the Texas Department of Transportation, Travis County, and Williamson County on this project, which consists of the reconstruction of RM 2769 and extension of Anderson Mill Road from RM 2769 to FM 1431.
5. US 183/Bell Boulevard Accident Study - This study, which was prepared in September 1996 by Bledsoe Consultants, Inc., consisted of review of accidents for 1995 and development of recommendations to address high-accident locations and other traffic safety problem areas. The study findings included safety and operational problems associated with speeding, driveway/access, roadway illumination, pavement markings and signing, for which recommendations were developed.

#### **Texas Department of Transportation**

1. US 183A - A Major Investment Study is in progress. The Cedar Park City Council passed Resolution No. 98-003 on March 12, 1998 adopting an alignment consistent with the Roadway Plan. This alignment is the technically preferred route, based on preliminary studies by the MIS Project Team. The City has previously reserved and secured deeds for more than 91 acres of right-of-way for the project.
2. FM 1431 - This project consists of an overlay and restriping to add a continuous left turn lane from US 183 to Parmer Lane. The Austin Transportation Study Policy Advisory Committee added this project to the FY 1998-2000 Transportation Improvement Program.
3. US 183/Bell Boulevard - This project consisted of a study of US 183 traffic services within the limits of Cedar Park. A Study of US 183 Traffic Service in Cedar Park was prepared in January 1998 by the University of Texas at Austin for the Texas Department of Transportation. The study included geometric configuration and locations of driveways to evaluate operational and safety characteristics, channelization and signal timing of seven intersections to determine level of service. Recommendations consisted of modification and/or closure of several driveways, construction of a raised median with openings and channelized left-turn bays at strategic locations, and geometric improvements such as turn lanes at five intersections.
4. US 183 - The section of US 183 from Hunters Chase Drive (end of existing freeway section) to north of RM 620 is currently under design. Construction of the US 183 frontage roads has been funded and is projected to begin in November 1999. The northern terminus and design adjacent to Lakeline Mall Boulevard will be dependent upon the results of the current study on US 183A. A local delegation presented a request to the Texas Transportation Commission for funding; a response is anticipated from the Commission in September 1998.
5. SH 45 and Loop 1 - An Environmental Impact and Major Investment Study are in progress on these two roadways. Completion of the construction and/or upgrade of these highway facilities will be of significant benefit to Cedar Park in terms of improvement of regional mobility.
6. SH 130 - Planning for this facility which is located east of IH 35 is underway in three segments from north of Georgetown to Seguin. Upon its completion, this facility should provide some relief for IH 35 and will serve as part of an extensive regional network including SH 45, Loop 1 and US 183.

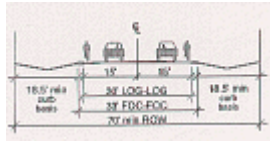
### **Capital Metropolitan Transportation Authority**

1. Current service in the area consists of the Leander/Cedar Park and Anderson Mill TeleRide Zones, the Leander Express Route on US 183 with park and ride sites in Leander and Cedar Park, and the Lago Vista Feeder Route on FM 1431 west of US 183.
2. Northwest/North Central Corridor Rail Transit Improvements - The selection process for firms for general engineering/planning consultants and program management consultant is underway. Selection of the general engineering/planning consultant is expected to be accomplished in Spring 1998.
3. The Fixed Guideway Transit Investment Strategy Major Investment Study was completed in March 1997.
4. The Transit System Plan includes the Northwest/East Austin Line (Red Line) fixed guideway which is located primarily within the publicly owned Giddings-LLano railroad right-of-way. It extends from Leander and Cedar Park to the center of downtown Austin and covers approximately 30 miles. Potentially, self-propelled multiple-unit transit vehicles would be used on this line.

The following figures and tables include:

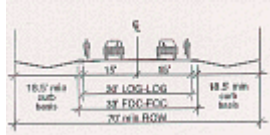
1. Cedar Park Roadway Plan; amended March, 1996.
2. Austin Transportation Study Traffic Serial Zones (Cedar Park map)
3. Typical Roadway Cross-Sections
4. Arterial Roadway Inventory

## Maps and Images



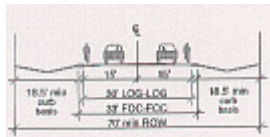
**Road Cross Section: MNR 2**

GIF, 101 kB



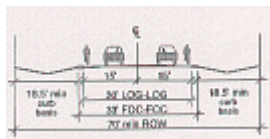
**Road Cross Section: MNR 4**

GIF, 109 kB



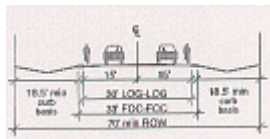
**Road Cross Section: MAU 4**

GIF, 110 kB



**Road Cross Section: MAD 4**

GIF, 105 kB



**Road Cross Section: MAD 6**

GIF, 111 kB



**City of Cedar Park Roadway Plan**

GIF, 300 kB



**Arterial Roadway Inventory**

PDF, 25 kB



**Austin Transportation Study  
Traffic Serial Zones**

GIF, 287 kB

## 3.4 INFRASTRUCTURE AND UTILITIES

Beyond the requirements for a transportation network, other infrastructure requirements for water, wastewater, storm drainage, power, and communications must be addressed to meet the needs of the community. In 1995 the City Staff developed a long range master plan for both the water and wastewater systems. This plan identifies projects needed to serve the growth projected through the year 2030 and beyond. Future improvements should comply with these long range master plans and Cedar Park's policies and codes and maximize the investment of each project, while providing the community with the services desired.

### 3.4.1 Water System

#### **Existing Water Treatment Facilities**

A 2.0 million gallon per day (MGD) treatment plant was constructed in 1972. In 1984 the facility was expanded to 5.0 MGD, and in 1996 the plant was enlarged to a 9.0 MGD facility. Subsequent to the plant enlargements, the Dies pump station, which distributes water to the system, has also undergone expansion.

It was anticipated that by 1998, demand upon the plant will equal the treatment plant's capacity. Construction is underway to expand the water treatment plant to a 15 MGD capacity. This work should be completed and the plant should be on line by summer of 1998. The capacity at the Dies pump station will be increased to the same level as the water treatment plant. This will be done by the addition of new pumps and also the addition of a new ground storage tank. The work at the Dies pump station is scheduled for completion in 1998. The new expansion will increase the service capacity from the current 10,000 LUEs to approximately 17,000 LUEs.

#### **Existing Water Distribution Facilities**

Unlike the wastewater collection system, the existing water storage and distribution system was initially designed and constructed by the Cedar Park Water Supply Corporation for a very limited amount of development. The City of Cedar Park acquired these facilities in October 1980. In 1984 two transmission lines were added to the system. No other major improvements were made to the system until 1995, when a 33" line was constructed from the treatment plant to the Dies pump station, and a 0.75 million gallon (MG) elevated storage tank was added to the system. A 1.0 MG elevated storage tank will be completed in July 1998 and a 1.5 MG ground storage tank will be completed in May 1998 at the Dies pump station site. A 33" and a 30" distribution main leading from the Dies pump station to Nelson Ranch Road was completed in 1997. A 30" distribution main along Cypress Creek Road and continuing to 183 will be completed in early 1998. This action will enhance water supply and pressure to the area north of Cypress creek Road. A distribution main from Parmer Lane to 183A is currently under construction.

#### **Proposed System Improvements**

A map from the City's Water Distribution System Long-Range Planning Guide is included within this section. This map, titled Figure 8 Proposed System Improvements, Water Distribution System shows the existing and proposed water mains through the year 2001 and beyond.

### 3.4.2 Wastewater System

#### **Existing Wastewater Treatment Facilities**

In 1984 a 1.0 MGD plant was constructed and in 1991 a 2.5 MGD expansion occurred. The expanded plant has the capacity to serve approximately 10,000 Living Unit Equivalents (LUE). An optimization study is currently underway to evaluate the plants process units. In the summer of 1997 the City joined the Brushy Creek Regional Wastewater System with Lower Colorado River Authority (LCRA), Brazos River Authority (BRA) and the City of Round Rock. Immediately, this added 2.5 MGD of treatment capacity bringing the total to 5 MGD or 19,000 LUES. Through this regional system the City can access a total of 14 MGD which should provide ample capacity through the year 2040. Currently the plant serves approximately 7,000 LUEs. Cedar Park's wastewater facility has some of the cleanest discharge in the State of Texas, and has received several awards by the Environmental Protection Agency (EPA).

### **Wastewater Collection System**

During the early 1980's many of the wastewater collection mains that were constructed were sized for full development of the drainage basin they serve. However, the pump stations were sized for a limited amount of development. In order to meet the rising demands caused by fast population growth in the mid 90's, the existing pumping stations have undergone expansion, and two collectors were added to the system. The Lobo lift station was expanded in 1998 to 4 MGD. Also in 1998, a new 600 gpm lift station will be constructed to serve customers along FM 2769 and the collection system for Cottonwood Creek will be designed. A 27" diameter interception along the North branch at Brushy Creek is proposed to convey wastewater flows into the regional collection system.

### **Proposed System Improvements**

A map from the City's Wastewater Collection System Long-Range Planning Guide is included within this section. This map titled Figure 5 Proposed System Improvements, Wastewater Collection System shows existing and proposed wastewater mains and lift stations thru the year 2001 and beyond.

## **3.4.3 Drainage System**

### **Characteristic of Topography**

The terrain within the City limits and ETJ is somewhat varied. Within the City gentle slopes exist to the west and east. In the eastern part of the ETJ the terrain consists of moderately rolling slopes. As the western portion of the ETJ approaches Lake Travis, the slopes began to range from steep to very steep. Also, quarries are a significant topographic feature on the west side of the City.

The Edwards Aquifer Recharge Zone lies west of U.S. 183, north of RM 620 and south of Buttercup Creek and south of Brushy Creek.

Cluck Creek produces Zone A (100 yr.) flood plain conditions through its route through Cedar Park. Zone A conditions exist on a portion of a tributary which runs parallel to South Cougar Avenue between Brushy Creek Rd and Colt Street. Zone A conditions are present on another tributary which runs parallel to Brookside Pass and Cypress Creek Road.

Two tributaries of Spanish Oak Creek produce Zone A condition within the corporate limits parallel to Lobo Street and parallel to Central Drive. Zone A conditions exist in Block House Creek north of New Hope Drive. Buttercup Creek feeds SCS #6 Reservoir, and Zone A conditions are present along its route beginning at Cypress Creek Road. The discharge from the SCS #6 Reservoir form the headwaters of South Brushy Creek. Zone A conditions persist along its entire route to SCS #7 Reservoir. South Brushy Creek runs parallel to Brushy Creek Road to the south.

These flood plains are shown on the Federal Emergency Management Agency Flood Insurance Rate Maps.

### **Design Criteria**

The City of Cedar Park requires that adequate site drainage and detention be provided for all new development. The City has adopted the City of Austin Drainage Criteria Manual. This manual was formally accepted to support the City's adopted policies, including the primary requirement that the proposed development will not result in additional identifiable adverse flooding of other property. New development must show that storm water runoff will not result in additional identifiable adverse flooding using the requirements and procedures detailed in the Drainage Criteria Manual.

### **Existing Systems**

Many of the older subdivisions developed prior to incorporation of the City in 1974 were constructed with completely inadequate drainage conveyance systems. As a result there are numerous types of drainage problems throughout these areas including unimproved waterways running between lots with inadequate capacity to carry even low frequency storms and excessive ponding on the lots around homes because of a lack of positive drainage away from the house structures. The City needs to conduct a master drainage plan of these areas and identify the improvements and associated costs coupled with a prioritization plan

to begin to address some of these issues.

#### 3.4.4 Electrical Service

The Pedernales Electric Cooperative furnishes power to Cedar Park. Currently, most of the substations in the extra territorial jurisdiction (ETJ) are near capacity. Two new substations are being planned. One substation is planned to be built on Nameless Road near FM 1431. This will reduce the load on the Leander and Whitestone substations. Another is planned at Ranch Road 620 near The Park subdivision to reduce the load on the Balcones and Buttercup substations.

PEC estimates five more substations will be needed in the future as the area east of Cedar Park develops. The location of these substations will depend on the growth patterns and intensity of development. Communication with PEC should be maintained to provide the City's input in the selection of the substation sites.

#### 3.4.5 Telephone Service

Southwestern (SW) Bell provides service to Cedar Park. SW Bell currently has "backbone fiber optics" throughout the City, providing a variety of communication options. The "backbone fiber optics" will provide higher transmission rates, reduced interference, higher quality transmission and many more lines in the same space occupied by older lines. This system appears to have sufficient future capacity.

#### 3.4.6 Natural Gas Service

Lone Star Gas Company provides natural gas to Cedar Park. Currently there is a 50' x 50' substation along the main distribution route. This substation is located in the 700 block of Bell Avenue. Lone Star Gas predicts three to five more substations may be needed in the future depending on the growth rate east of Cedar Park. The location of these substation will depend on the growth patterns and intensity of development. Communications with Lone Star Gas should be maintained to provide the City's input in the selection of the substation sites.

#### 3.4.7 Solid Waste

##### **Collection**

Currently all residential and commercial solid waste collection is handled by five franchised haulers. Each customer can choose the hauler he wishes to employ. The City collects a 3% franchise fee from each of the haulers in an effort to offset costs relating to street repairs. These street repairs are necessitated by the damage to streets caused by the frequent use of public right-of-way by the collection vehicles. The franchise policy should be examined to ensure the effectiveness of the 3% fee.

It has become apparent that damage to the residential streets is intensified when five haulers are doing the work that one could satisfactorily accomplish.

The plan recommends that the City consider changing to a single provider for residential customers. Cedar Park does not have its own landfill and is, therefore, subject to the use of contractors that have their own private landfills or use public landfills in other cities. The benefits would be lower costs for residents, reduction in duplicate collection by the use of heavy trucks that damage city streets, and reduction of the clutter caused by multiple garbage cans and carts on the curb several times during the week. Using one provider also allows stipulation for mandatory use and direct City billing. This action would reduce in-city dumping and offer the City more control over dumping on vacant lots. One provider will also give the City the ability to offer a bulk waste disposal program. This is very import to a city with no nearby landfill. This can significantly reduce the debris and pest infestations in the city, in-city illegal dumping and illegal dumping in the county. A single provider also offers the ability to do mandatory recycling at a much lower cost than could otherwise be provided. This recycling would be more efficient and effective and could also include an educational element to further enhance the effectiveness of the program there by reducing costs.

Currently, commercial users might be better served by using the provider of their choice from the haulers that carry franchises with the City. The commercial users would be served directly by the hauler and not billed through the City. This approach would be more efficient from the aspect of billing administration by the City. The City's existing recycling program, consisting of the compost demonstration site and the brush chipping facility and educational components offers an incentive to proposers for a residential services contract because of the potential reduction of yard waste that will be included in the waste stream, which is usually very significant. Existing programs can continue to encourage recycling and may be referenced in educational programs coordinated by the single provider.

#### **Solid Waste Disposal**

The franchised providers are individually responsible for the disposal of the waste collected. Public land fills in Hutto and Austin are utilized by some of the haulers, and others use their own land fill.

#### **Recycling**

Recycling of solid waste is currently provided by the private haulers. The City provides an oil recycling center and also maintains a brush clipping/mulching facility. The City encourages composting by sponsoring a back yard composting demonstration site and an outdoor classroom at Elizabeth Milburn Park.

There are no "hard" or negative incentives such as mandates that citizens participate or even that communities provide opportunities to recycle. Nor are there disposal bans on materials except for those which create problems in landfills such as lead-acid batteries, used oil and oil filters and whole tires. Nevertheless, the City should continue to promote recycling in order to reduce waste because of rising disposal costs and increasing distances to disposal facilities. Solid waste grants to fund recycling projects and composting operations are available through the Texas Natural Resource Conservation Commission and non profit agencies such as The Recycling Coalition of Texas and should be pursued by the City.

### **3.4.8 Infrastructure and Utility Recommendations**

#### **Electrical Service**

- Support PEC's decision to build a substation on Nameless Road near FM 1431 to reduce the load on existing Leander and Whitestone substations.
- Support PEC's decision to build a substation on Ranch Road 620 near The Park subdivision to reduce the load on existing Balcones and Buttercup substations.

#### **Telephone Service**

- Encourage telephone service providers to maintain current high standards, keep up with future communication technologies, and supply a variety of communication options.

#### **Natural Gas Service**

- Maintain communications with Lone Star Gas, and other providers, to gain input on the location of future natural gas substations.

#### **Solid Waste**

- Consider contracting with a single provider for residential customers.
- Keep contract periods brief to encourage competition and high quality service.
- Modify pick up schedules to be consistent within neighborhoods.
- Continue to promote recycling in order to reduce waste due to rising disposal costs and increasing distances to disposal sites.



**Water Distribution System  
Proposed System Improvements**

GIF, 376 kB



**Wastewater Collection System  
Proposed System Improvements**

GIF, 367 kB



## 3.5 GEOGRAPHIC INFORMATION SYSTEMS

Increasingly important tools in the evaluation and management of community resources are Geographic Information Systems (GIS). Advanced computer hardware and software has been developed to analyze and manipulate data from visual sources such as satellite images and aerial photography. When visual data is combined with subterranean information such as soil types and underground utilities, a comprehensive tool is created that can help a community such as Cedar Park make informed decisions about future growth. The following sections further describe what GIS is and how it was utilized for Cedar Park's plan.

### 3.5.1 GIS Development Criteria

Geographic Information Systems offer communities an opportunity to describe the conditions of the physical environment and model future alternatives for development with information that prioritizes the existing community resources.

In determining appropriate future land uses, all lands are not seen as equal in public value, so we must prioritize land "value," or the uses to which land is put. Because many increased land value opportunities and/or improvements are provided by public money, the land cannot simply be divided and assigned its use considering single factors such as ownership or access alone.

Very often, not all situations can be described in black and white terms; however, the following criteria offer one option for determining appropriate restrictions and guidelines to future growth in Cedar Park. The 100 meter distance from natural zones was used here due to software criteria, and for visual purposes (so that designated zones would be visible on ETJ-size maps). It is recommended that the City develop specific criteria for each development category.

#### **Five Suggested Categories for New Development in Environmentally Sensitive (or Inhibiting) Areas:**

**1. No Development Areas**

These are Protected areas such as wetlands, state parks, local parks, etc. (no figure shown).

**2. Very Restricted Development Areas**

Areas that have the potential to flood (Figure 3.5.1).

**3. Restricted Development Areas**

Within 100 meters of areas that have the potential to flood (Figure 3.5.1.).

Within 100 meters of areas adjacent to Ponds and Lakes (Figure 3.5.2).

**4. Areas of Limited (Residential, Commercial, or Industrial) Development**

Within 100 meters of areas adjacent to annual and perennial streams (Figure 3.5.3).

In the best existing agricultural land (Figure 3.5.4).

**5. All other Development by Permit.**

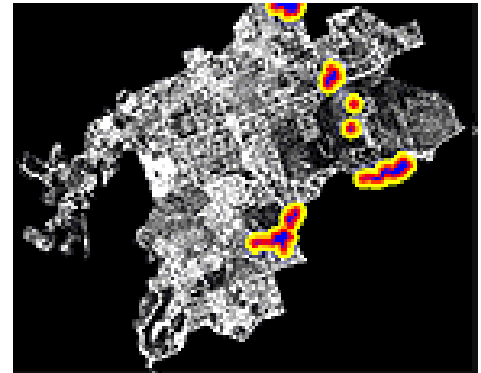
In areas of existing over-story vegetation (Figure 3.5.5).

**Specific Criteria responding to the Suggested Development Categories.**

**Figure 3.5.1**

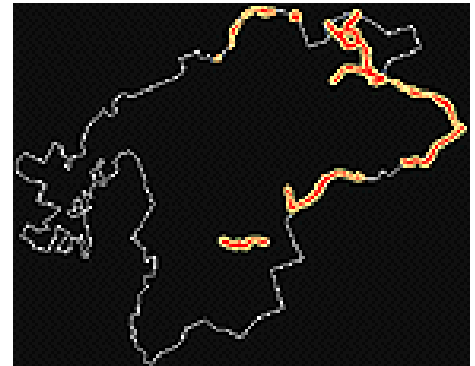
**Very Restricted Development** in areas that have the potential to flood (in blue and red).

**Restricted Development** within 100 meters of areas that have the potential to flood (in yellow).



**Figure 3.5.2**

**Restricted Development** within 100 meters of areas adjacent to ponds and lakes (in yellow).



**Figure 3.5.3**

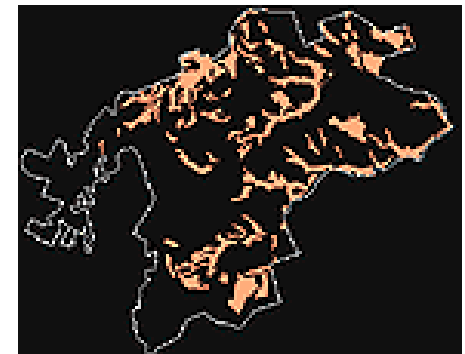
**Limited Development** within 100 meters of areas adjacent to annual and perennial streams (in red).



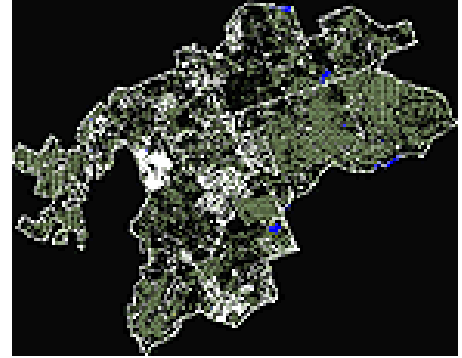
**Figure 3.5.4**

**Limited Development** in best existing agricultural land (in orange and yellow).

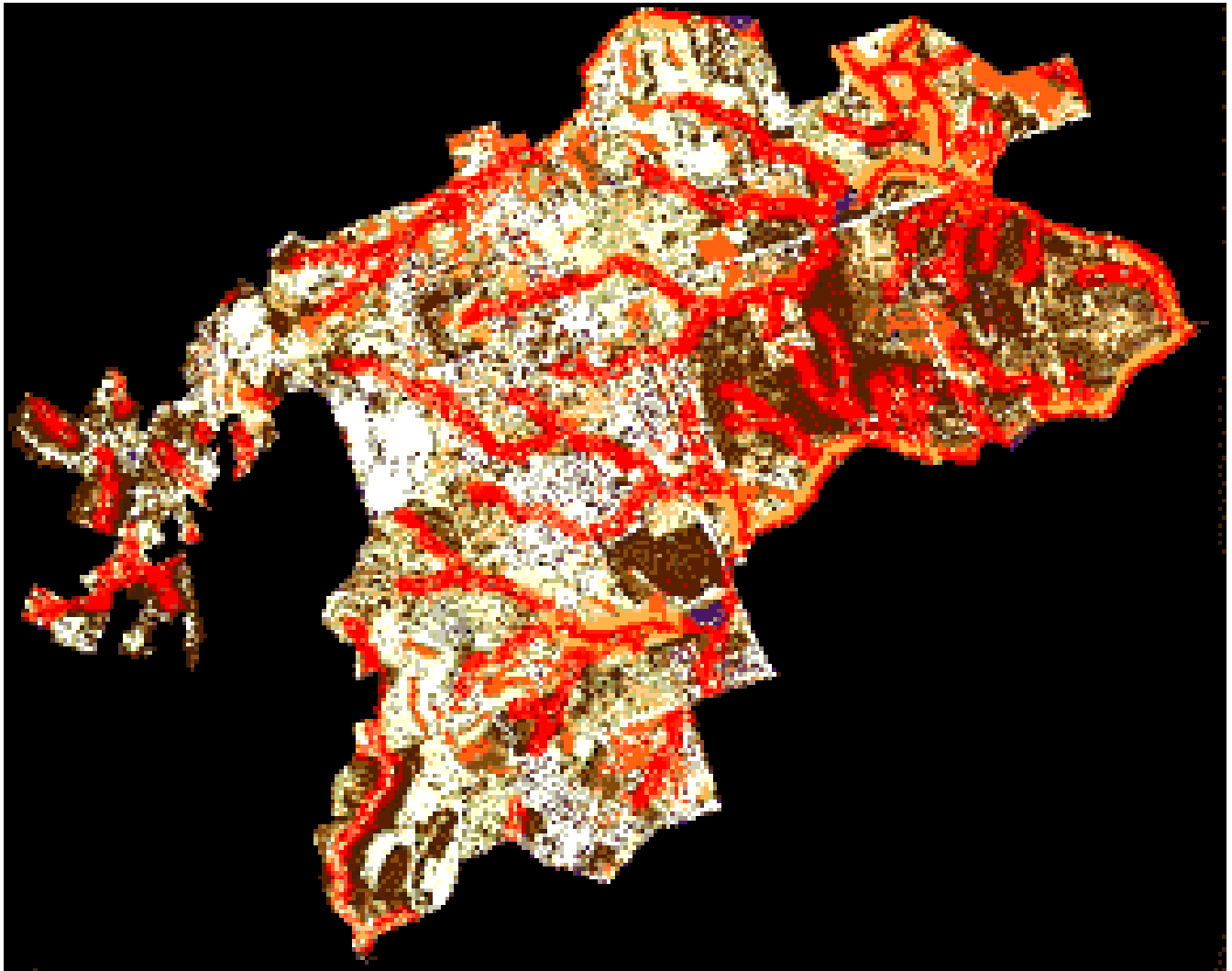
The best agricultural land is defined by the following SCS Soil types: Crawford Clay, Denton Silty Clay, Farlie Clay, Sunev Silty Clay.



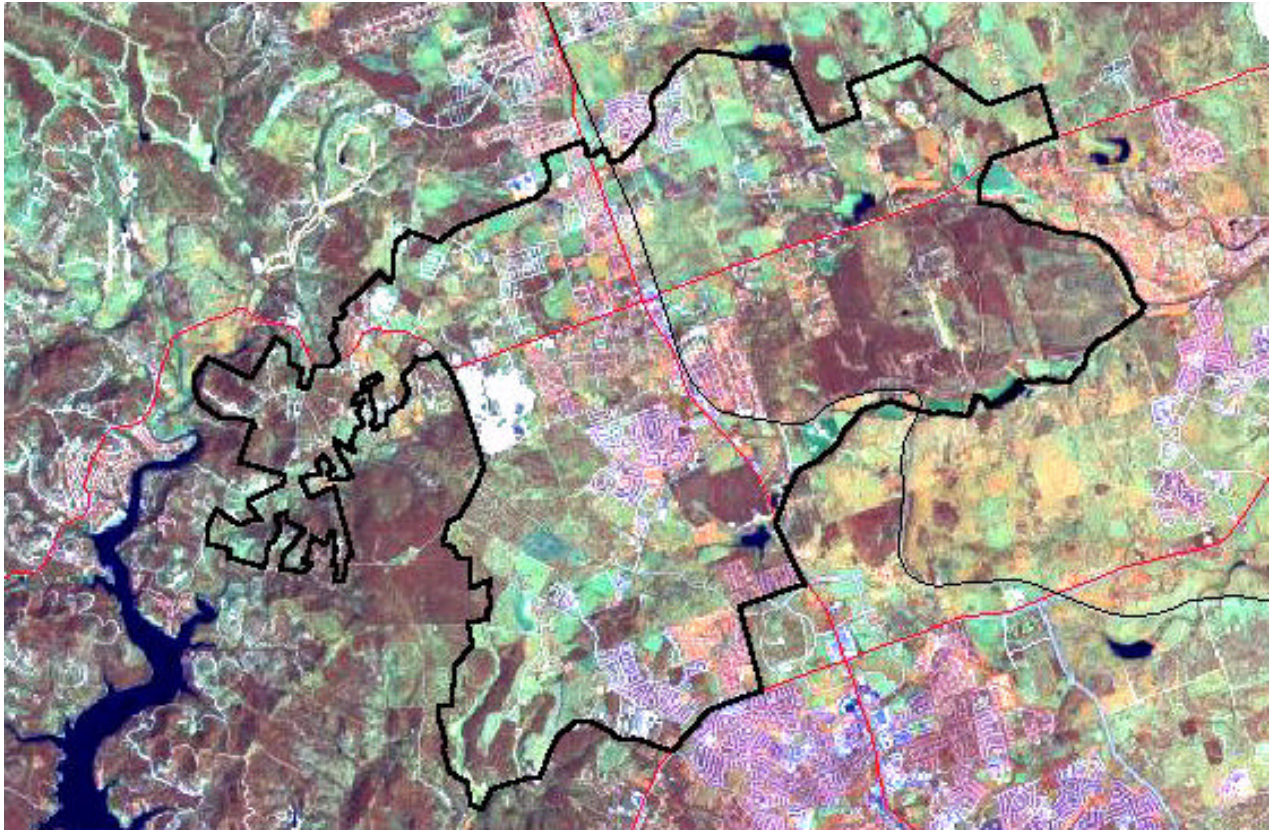
**Figure 3.5.5**  
**Development by Permit** in areas of existing over-story  
vegetation (Mature trees).



**Figure 3.5.6**  
This composite "solution" map is the "collective composite" of the 5 criteria maps. Each individual criterion is electronically applied "on top of" a Landsat / SPOT Satellite image, used as the backdrop for local reference.



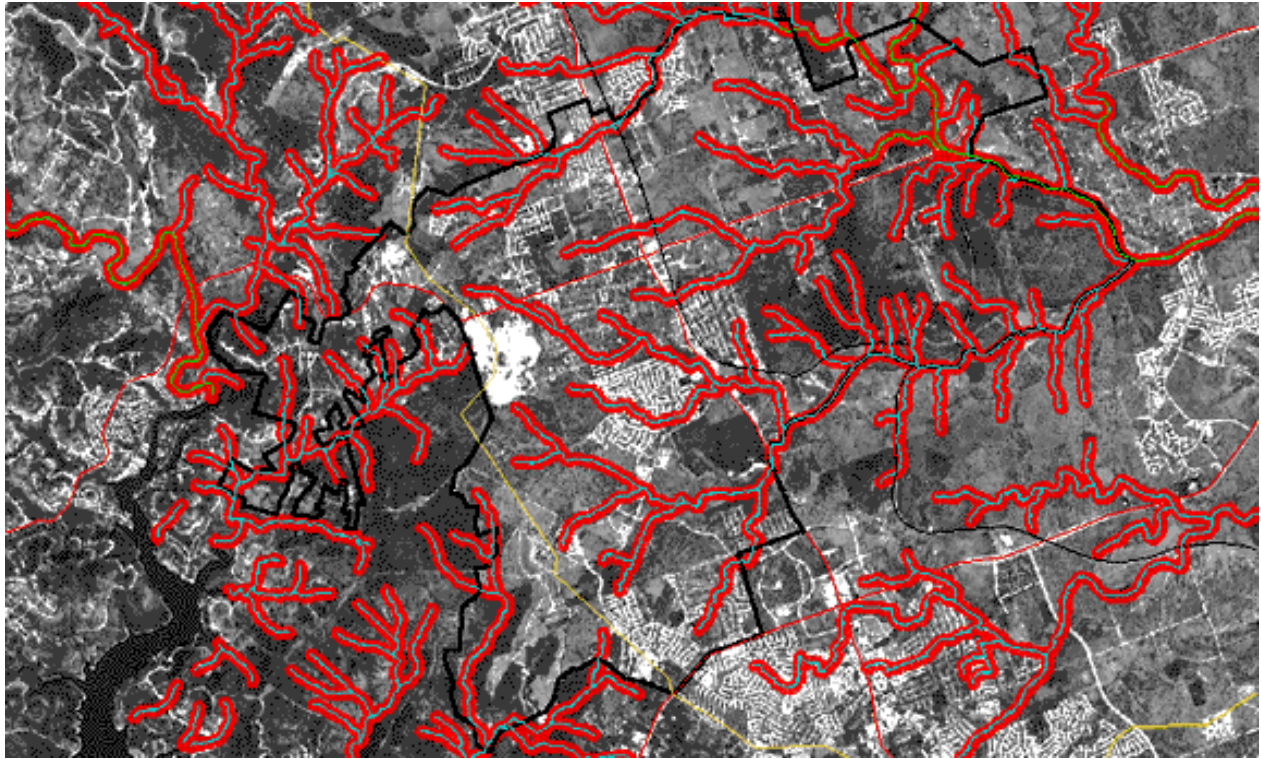
**Figure 3.5.7**  
**The View of Cedar Park from Space (raw satellite image with enhancements)**



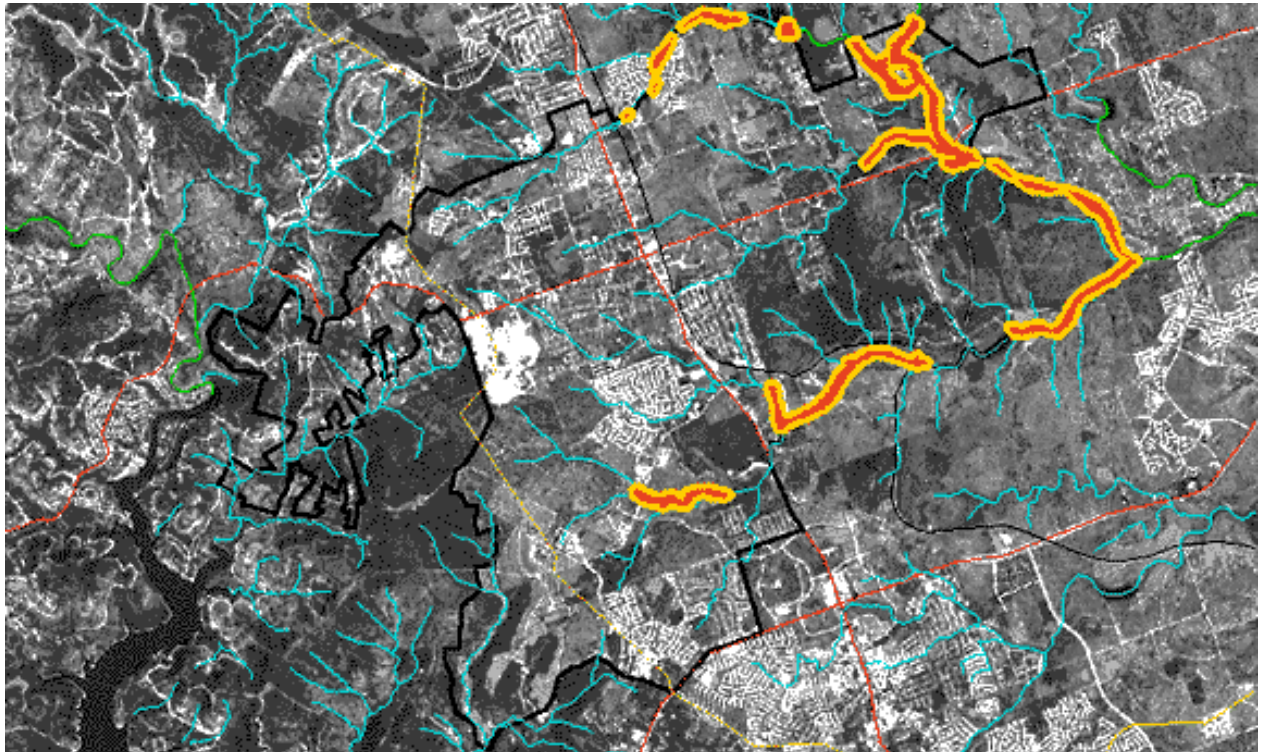
Visible features enhanced for easy viewing are: Lake Travis is in the south west corner of the Image (lower left), FM 1431 (traveling east / west), US 183 (traveling north / south), FM 620 (traveling east / west, south of Lake Travis), and the railroad traveling north and south (shown in black). The violet, white, and purple colors in the image show developed areas. This digital image covers approximately 20 Miles east and west, and 13 Miles north and south.



**Figure 3.5.8**  
**Cedar Park Natural Drainage System (light blue) and proximity to drainage system (in red)**

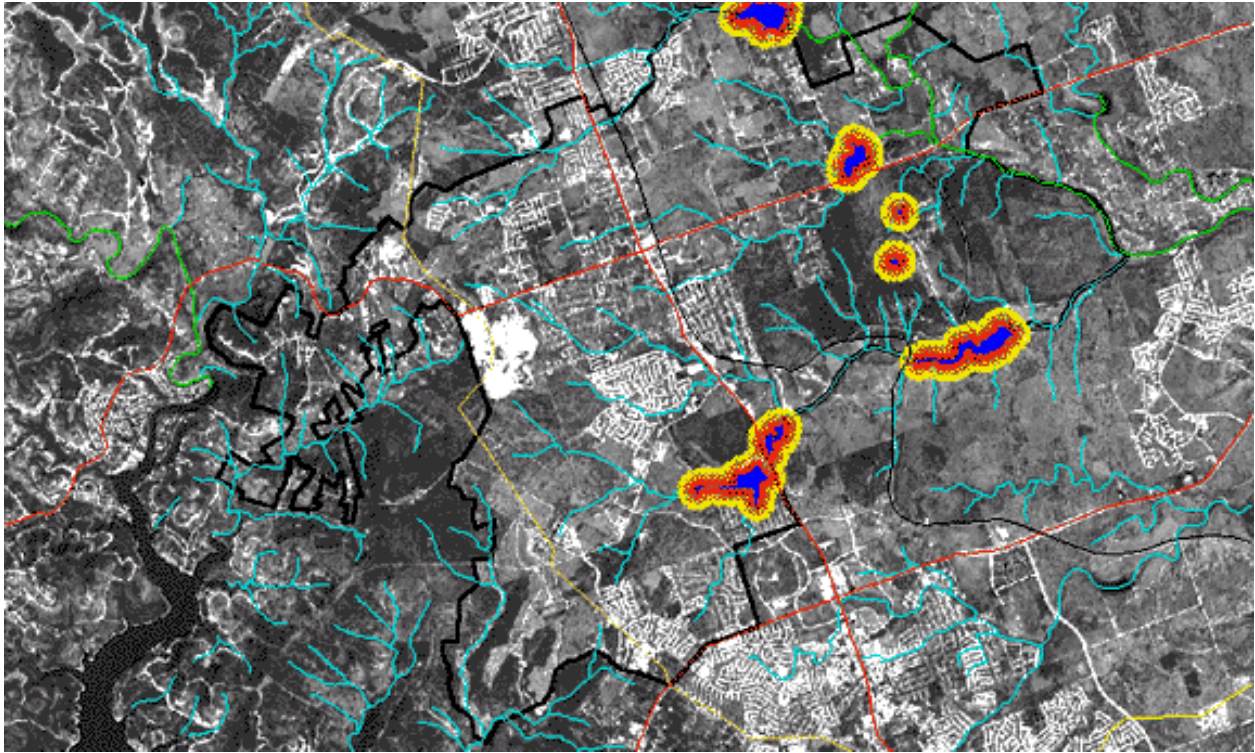


**Figure 3.5.9**  
**Cedar Park 100-year Flood Plain (in red) and proximity to flood plain (in yellow)**

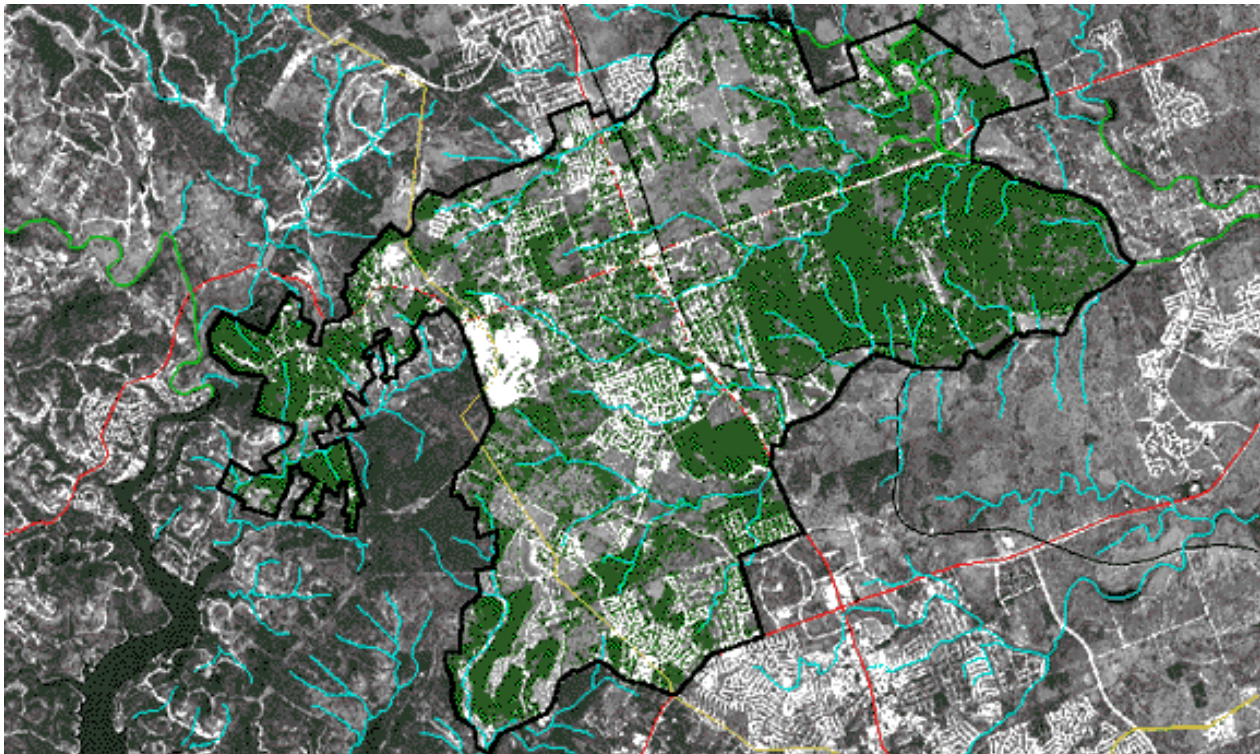




**Figure 3.5.10**  
**Cedar Park Water Bodies (dark blue) and proximity to them (in red and yellow).**

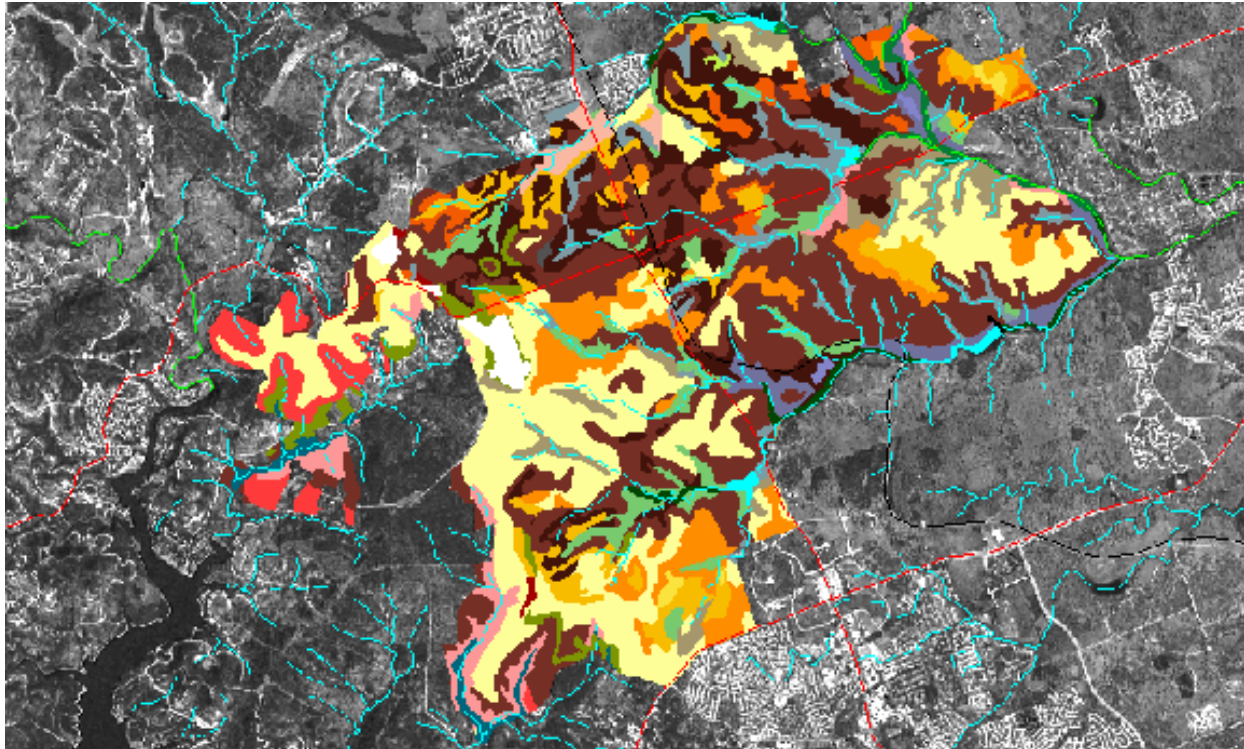


**Figure 3.5.11**  
**Cedar Park significant Tree Cover (shown in dark green).**

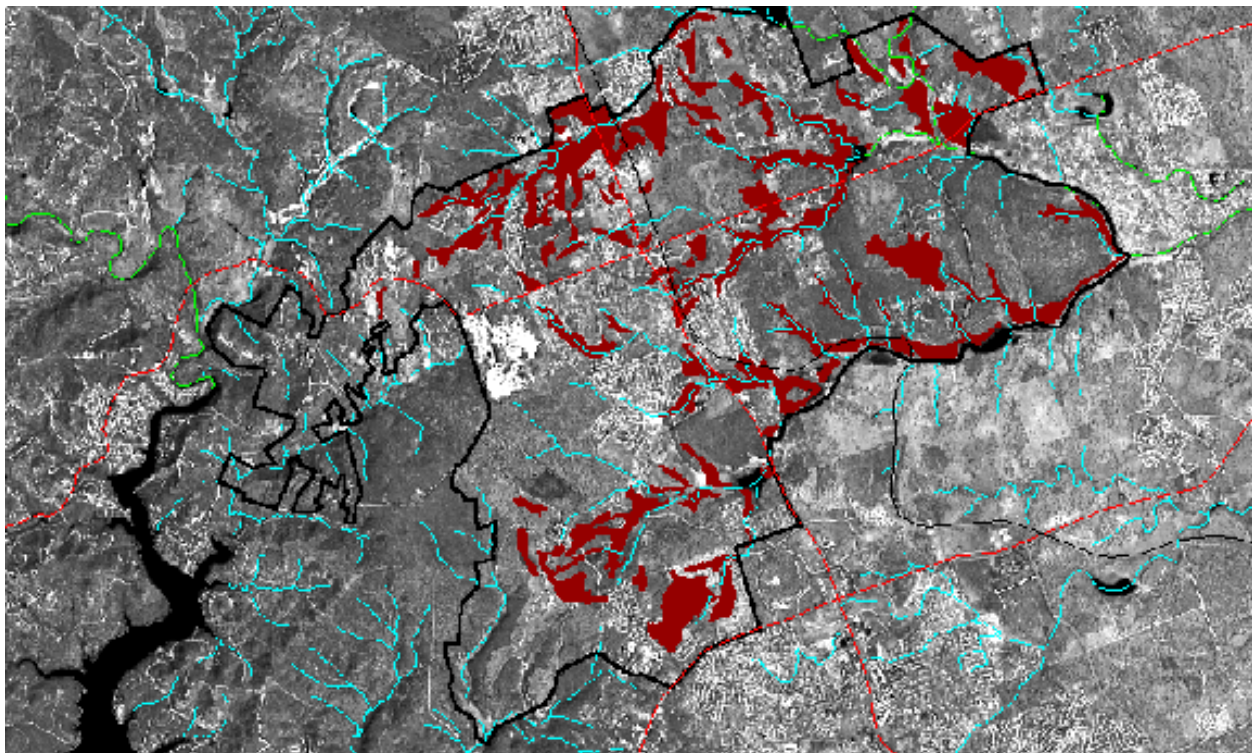
















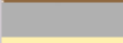










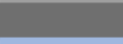


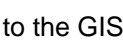

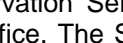
**Figure 3.5.12**  
**Cedar Park Soils Composition (key to soil types are shown on the following page)**



Soils were further analyzed to determine Cedar Park's significant Agricultural Land (shown in dark red). Soils were also analyzed for depth to bedrock.



**Table 3.5.1 Soil Attribute Table**

Williamson County		Travis County	
	Color		
BkC		BkC	
BkE		BID	
BkG		BoF	<b>PuC</b>
CfA		CrA	
CfB		CrB	
DnA		n/a	 <b>Md</b>
DnB		DeB	
DnC		DeC	 <b>AgC2</b>
DoC		n/a	
EaD		TaD	 <b>AgB</b>
EeB		TcA	
ErE		TaD ?	
ErG		TdF (DoC) ?	
FaA		HnA	
FaB		AsB	
GeB		SpB (<20")	
GsB		SsC	
HuB		HnB	
Oa		Fo	
Oc		Fs	
Of		Fr	
SuA		LcA	
SuB		LcB (AgB)	
Tn		Tv	
			

This color key corresponds to the GIS Soils Composition map shown on the previous page.

National Resource Conservation Service (NRCS) Soil Surveys for many Texas counties can be obtained through the local NRCS office. The Soil Survey maps provide soil evaluations for all mapped areas and are useful for describing the general area, but the maps are not precise enough to "replace" a site-specific field test. Texas Natural Resource Conservation Commission (TNRCC) PO Box 13087 Austin, Texas 78711-3087 (512) 239-0010



**Table 3.5.2 Estimated Added Development Costs for Physical Factors.**

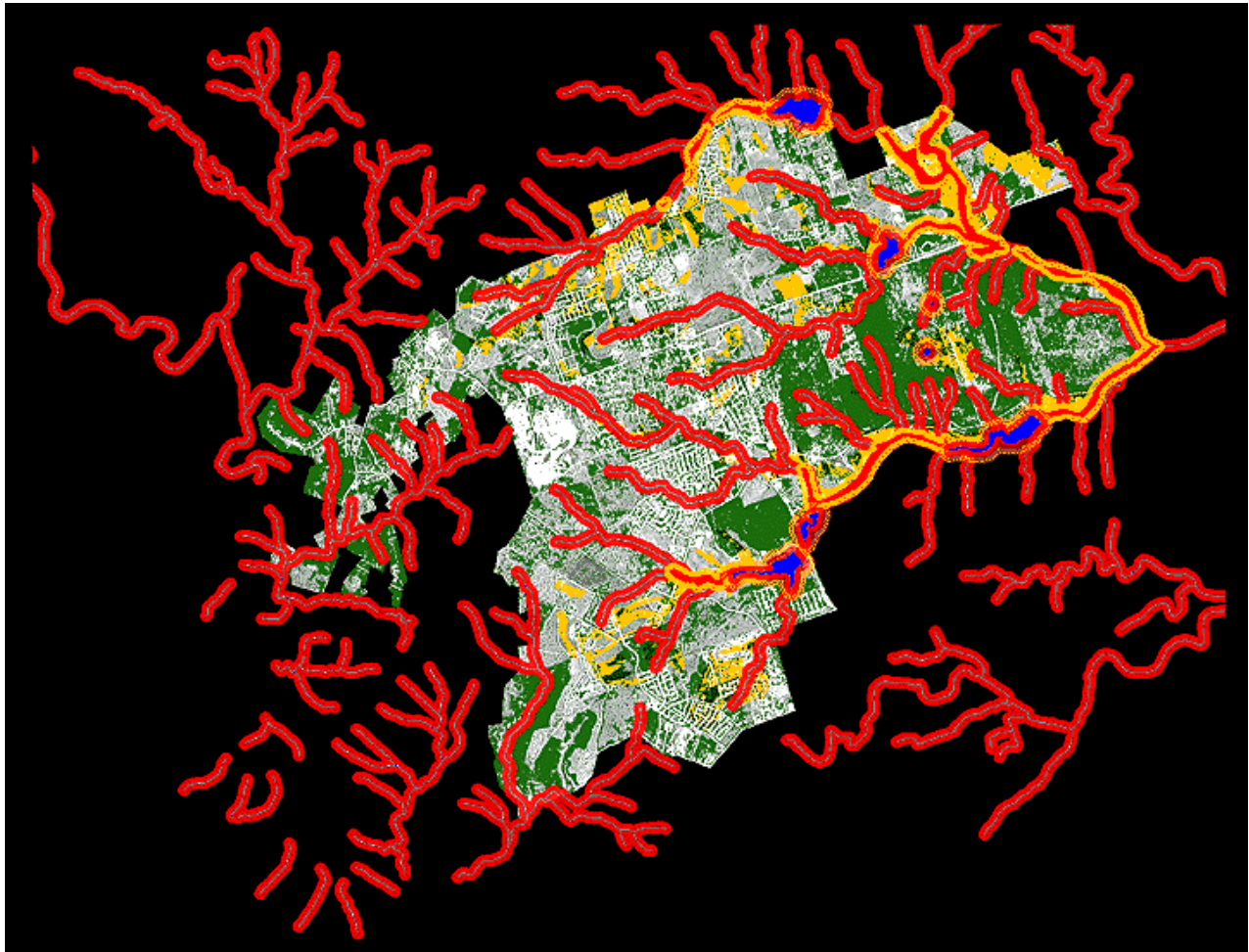
<b>Factors and Dimensions</b>	<b>Estimated Added Development Costs</b>
<b>Depth to Bedrock</b>	(Shown in 1998 dollars)
0 to 2 feet	\$20,000 +
2 to 5 feet	\$5,000 to \$10,000
5 + feet	\$200 *
<b>Depth to Water Table **</b>	
0 to 3 feet	\$5,000 to \$7,500
3 to 5 feet	\$1,400 to \$4,000
5 + feet	\$0
<b>Drainage</b>	
Poorly to Very Poorly Drained	\$5,000 to \$7,500
Moderate to Well-Drained with Hardpan	\$1,400 to \$3,500
Otherwise	\$0
<b>Slope</b>	
15% +	up to \$50,000
8 to 15%	\$1,300 to \$4,000
0 to 8%	\$0
<b>Topsoil</b>	
Poor (0 to 4")	\$1,500 to \$4,000
Fair (4 to 6")	\$600 to \$2,000
Good (6" +)	\$0
<b>Bearing Capacity</b>	
Plastic and Non-plastic; Silts and Clays; Peat; Muck	\$1,500 to \$5,000
Otherwise	\$0

\* Depths of bedrock well below 5 feet would incur no additional costs to development. However, since very deep Bedrock cannot be easily ascertained from soil typings, a minimum cost of \$200.00 (applicable for less deep Bedrock conditions), is assumed.

\*\* A High Water Table and poor drainage conditions often occur simultaneously, and the same correction techniques and costs are usually involved. Each is shown separately because each can occur independently.

After: METLAND Landscape Planning Research, Fabos and Caswell, 1977, Research Bulletin 637 of Massachusetts Experiment Station. Costs adjusted to 1998 dollars.

**Figure 3.5.13**  
**Cedar Park Composite Map**



This composite image combines the critical natural features and their proximities shown in the previous maps, including: Water Drainage, Flood Plains, Water Bodies, Restrictive Soils, Prime Agricultural Land, and Tree Cover. These maps were further refined to create the Criteria Maps and the Composite Solution Map at the beginning of this section.

For more information, access Cedar Park's web-site ([www.ci.cedar-park.tx.us](http://www.ci.cedar-park.tx.us)), which has a link to the online GIS Study.

## 3.6 DOWNTOWN PLAN

Throughout the planning process, several goals and concepts continually came up that focused around the creation of an image, a center, a gathering place, or a commercial district for Cedar Park. Thus, an important part of Cedar Park's future will be the creation of a Town Center, also known as the Downtown Plan.

The Design and Image Guide, shown here in Section 3.6, should be combined with specific solutions for a Town Center. Some advantages to creating a town center include: higher density; a higher tax base; and the creation of a sense of place. Concepts should be included that address: pedestrian-oriented design; shared parking; special parking requirements to increase density; shared storm detention; connections to Cedar Park's hike / bike system and green-way system; and a health, long lasting mix of land uses.

The Town Center has been conceptually located to the east of the intersection of North Bell Blvd. (US 183) and FM 1431. Specifically, the two mega-tracts of land that have been identified include the Windsor Crossing tract to the north of FM 1431, and the Quest tract to the south.

Some of the reasons why this area has been recommended for a future town center are:

- The area has close proximity to the existing and planned regional transportation network, including roadways and potential light rail.
- Existing land uses are compatible with and, by their existence, could promote the creation of a future center.
- The land is still largely undeveloped.
- The land owners are willing participants.
- Whether the "center" locates on the north side of FM 1431, the south side, or both sides is immaterial to the creation of a downtown.

A Downtown Partnership Plan, which was adopted by the City Council to state the goals and aspirations of a future Town Center, can be found in the Appendix (Section 5.0). The Urban Framework Plan shown on the following page is the result of a two-day charrette or design workshop which was held to develop a visionary and conceptual plan for the Town Center.

The City Council has approved additional professional services which will build on the concepts of the Urban Framework Plan. Components to be addressed include the Regulating Plan, the Downtown District Code, the Architectural Regulations, Street Typology, Landscape and Tree Regulations, Drainage Regulations, Parking Regulations and Guidelines for Public Places.

The City Council has also retained a consultant to assist the City in reviewing options for the implementation of a downtown development strategy, including the best alternatives for an organizational structure, as well as financing methods.

Recommendations for the development of a future Downtown Plan can be found in Section 4.0 Goals, Objectives and Policies.

### Figure 3.6.1 Downtown Vision Plan

## 4.0 Goals, Objectives and Policies

At the community workshops in Cedar Park, the planning team and its consultants gleaned a set of generalized goals from the community and region which served as a guideline for the development of recommendations and policies in this section. These goals are general in nature and deal with common issues and interdependencies such as transportation and open space. These goals provide a sense of shared vision for the community.

Within this section, *Conditions* state the current set of circumstances as they exist in Cedar Park as they affect each of the planning issues covered in this document.

*Goals* indicate a destination, the final purpose the community seeks to attain. They are the most general level of attainment and are refined by the statement of objectives.

*Objectives* are more specific and measurable tasks to be accomplished as part of attaining goals. They are, in general terms, a pathway for the attainment of a goal.

*Policies* articulate the course the community intends to pursue as a means to accomplish the goals and objectives. The policy statements of the Plan are intended to guide individual and collective decisions concerning the preservation and development of the City within the planning period. Proposals for the most effective policies to achieve goals and objectives will form a critical element in implementing the Comprehensive Plan.

These goals and objectives for the development of Cedar Park are used to evaluate the benefits of continuing current policies and as a basis for evaluation of the merits of different growth options and policies that lead to a Comprehensive Plan.

### 4.1 Community Values

These goals for Cedar Park capture, prioritize, and focus the vision of citizens. During the Community Workshops the voices of the people were documented and analyzed along with other sources of existing City data. This data forms the basis for an outline of recurring values which are vital in shaping Cedar Park's future. These values are divided into five categories:

- Maintain the Cedar Park 'Quality of Life.'
- Create a unique Cedar Park 'Sense of Place.'
- Provide a map for the projected 'Urban Growth and Infrastructure.'
- Preserve an adequate level of 'City Services' to Cedar Park.
- Foster 'Economic Development' and opportunity for Cedar Park's future.

## 4.1.1 Quality Of Life

### A. Civic Community

#### Condition

Cedar Park has a large residential population and many amenities which support a good quality of life at the family and neighborhood level. This quality of life needs to be expanded to the community-wide level (beyond the family and neighborhood) in order to strengthen the social fabric, to encourage interaction among residents, and to increase the participation of the residents in the life of the City.

#### Goals

Build a civic community where residents can do more than just live in their houses, where they can interact socially, economically, and politically.

Offer opportunities for employment, entertainment, recreation and shopping within Cedar Park.

Encourage the community to value the family as well as the individual.

Encourage participation in public processes and decisions.

Entice an influx of retail uses, and an enhanced base of recreational opportunities.

#### Objectives

To guide decisions on a City-wide basis rather than on a neighborhood-by-neighborhood basis; if need be, create a "Community Involvement Network" to do so.

To develop meaningful public spaces where civic interaction can occur.

To promote community-wide events that encourage community interaction and build tradition.

#### Policies/Recommendations

- **Create excitement around community life so residents have a reason to stay in Cedar Park and interact with their neighbors.**
- **Identify issues that encompass a cross-section of citizens and work with resident groups to develop new ways of engaging them.**
- **Develop grassroots programs that get citizens involved at all levels of community programs.**
- **Implement plans that support quality of life issues as identified in the comprehensive plan.**
- **Transform the neighborhood association network into a community interest group network that also includes the business community.**



## B. Neighborhood Relationships

### Condition

Some neighborhood groups are active in the City's political process; however, the neighborhoods they represent are perceived as separate enclaves, while other neighborhoods are not actively represented.

### Goal

Foster a sense of belonging to the community, where you can meet your neighbors and encounter new people as you work, relax, play, pray or shop.

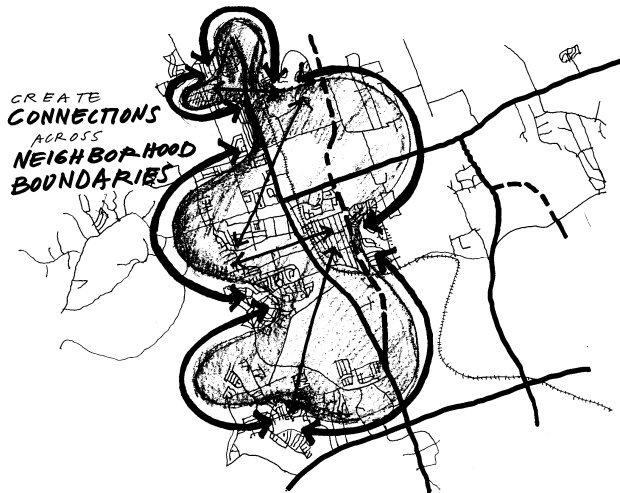
### Objectives

To realize a City-wide view of community interests.

To empower people as advocates on community issues (i.e., "What can I do about graffiti?" "What does the code say about certain issues or zoning concerns?").

## Policies / Recommendations

- Build on to the 'Community Involvement Network' to identify and address issues that concern the entire community in a City-wide format.
- At the City level, foster a spirit of community interest while not losing sight of the importance of individual neighborhoods.
- Determine a marketing strategy that harnesses town strengths as image builders:
  - Good schools
  - Beautiful natural environment
  - Low crime rate
  - Proximity to Austin
  - Reputation as a good place to live
  - Healthy and expanding business community.
- Create and implement a City-wide program of festivals and block parties that bring people together across neighborhood boundaries.
- Physically connect neighborhoods (e.g., hike and bike trails).



## C. Twenty-Four-Hour Town Reputation

### **Condition**

Cedar Park has a reputation as a good place to live. Today, however, the resident population must travel outside the City to meet many entertainment and recreational needs.

### **Goal**

Develop Cedar Park into an economically sustainable City that is: a home to families, a host to business, and a gateway to recreation; a distinct, sustainable community where residents can work, shop, sleep, eat, exercise, play and pray.

### **Objectives**

To develop Cedar Park's business and employment base.

To shorten commute times.

To improve commuting conditions.

To increase employment opportunities.

To maintain Cedar Park's reputation as a good place to live.

## **Policies/Recommendations**

- **Harness town strengths as identified in the comprehensive plan to enhance the City's reputation.**
- **Coordinate efforts between the City Council, Planning and Zoning Commission, the Parks Board, and Chamber of Commerce to foster a quality environment.**
- **Coordinate Austin Transportation Study, TXDOT, Capital Metro, County, and City plans and budgets for commuter resources and proposals on a regional basis.**
- **Transform the main arteries of Cedar Park into activity corridors with City parks, entertainment, libraries, educational sites, and tourist venues.**
- **Consider a wide variety of business opportunities (which may not be present in Cedar Park today) to diversify the economic base of Cedar Park, especially its downtown center.**
- **Create jobs that have a focus on retail and commercial uses.**

## D. Religious Organizations

### Condition

Cedar Park is a city with an active worshipping community.

### Goal

Enhance the relationship between Cedar Park and its worshipping communities.

### Objectives

To maximize the spiritual fitness of the City of Cedar Park.

## Policies / Recommendations

- Organize a caucus of religious leaders so they may define a nurturing role to play within the growth of the community.
- Coordinate religious outreach programs with other community social programs so as to maximize the results of all efforts.





## 4.1.2. Sense of Place

### A. Regional Identity

#### Condition

Cedar Park is located in a beautiful part of Central Texas, with easy access to Lake Travis, close proximity to the Hill Country, and an abundance of other natural amenities; yet, the City lacks strong connections with these obvious regional amenities.

#### Goal

Maximize Cedar Park's position as the gateway to Lake Travis, the Highland Lakes, and the Hill Country; with community charm that welcomes residents and greets visitors. Create a theme for Cedar Park's identity (e.g., "The City in the Country", "Gateway to the Highland Lakes", "A City of Today and Tomorrow").



#### Objectives

To make Cedar Park a destination for regional tourism.

To increase entertainment and retail options.

To build the image of Cedar Park as a regional destination.

To improve upon existing outdoor amenities such as parks, creeks, trails and open space.

To increase citizens' sense of pride for Cedar Park.

To responsibly protect the natural environs of Cedar Park, while fostering development.

### Policies / Recommendations

- **Work with Leander, Round Rock, Lago Vista, Austin and others to develop a regional hike & bike trail system.**
- **Create an image that differentiates Cedar Park from other communities (e.g. historic locales, annual festivals, a recreational hub).**
- **Market Cedar Park as a destination for entertainment and outdoor activities; "Work and Play in Cedar Park."**
- **Develop initiatives with private and public entertainment venues and commercial development entities.**



## B. Regional Connections

### Condition

Cedar Park has yet to make full use of several natural catalysts for growth. The City's physical location includes: the start of the Hill Country, close proximity to Lake Travis, and neighbor to Austin's cultural and economic growth.

### Goal

Develop Cedar Park as a hub community that is connected in both physical and perceptual ways with the outlying Hill Country, Lake Travis, the Austin metropolitan area, and other regional towns.

### Objectives

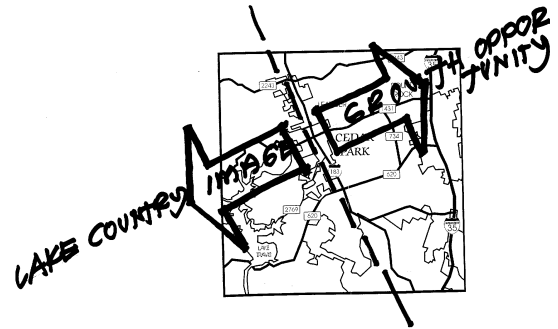
To coordinate municipal issues with other regional entities: Round Rock, Leander, Georgetown, Lake Travis, Lago Vista, Jonestown and Austin.

To position Cedar Park as the link between Austin's metropolitan area and the Hill Country.

To route high speed thru-traffic around Cedar Park.

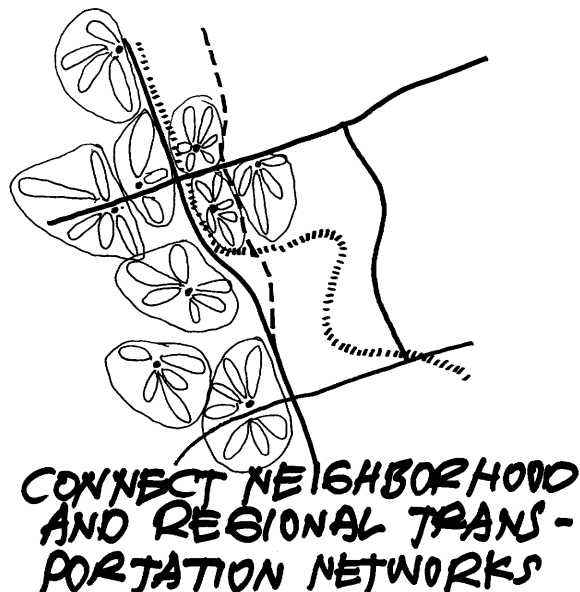
To create specific areas of FM 1431 as regional shopping district, such as a downtown area.

To create a regional downtown district in Cedar Park.



## Policies / Recommendations

- Promote a light rail connection with the greater metropolitan area, especially the new international airport.
- Continue to participate in regional transportation advocacy groups (e.g., ATS).
- Coordinate economic development efforts with those of other regional economic development entities (e.g. Greater Austin Chamber of Commerce).
- Continue to lead and participate in regional water and wastewater projects.



### Condition

Despite its setting of great natural beauty, good schools, and low crime, Cedar Park has yet to reach its full potential as a good town in which to live, work, and play.

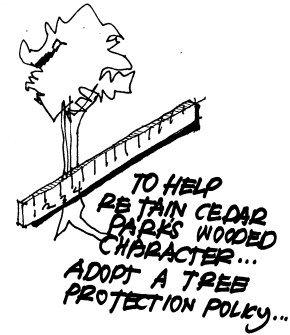
### Goal

Create the mechanisms that help foster a hometown 'Sense of Place', a 'Sense of Character', and a 'Sense of Quality' which identify the City as a regional destination.

### Objectives

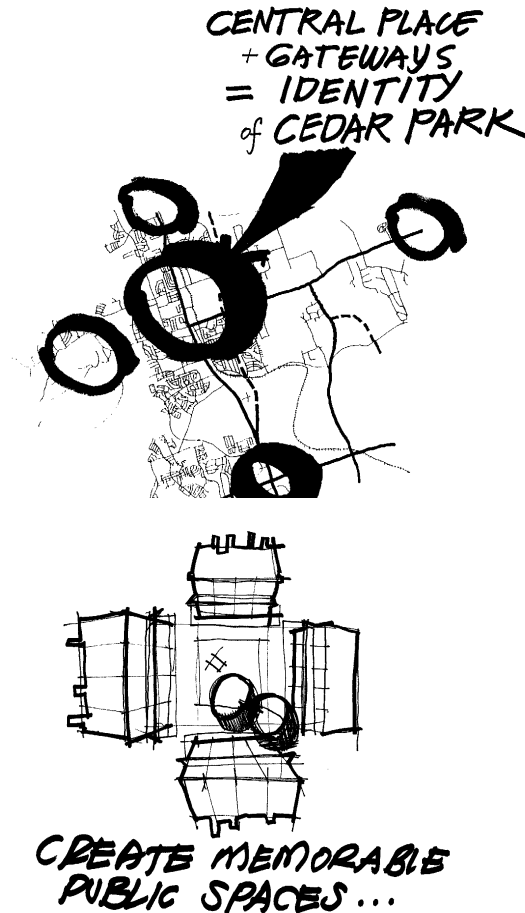
To develop Cedar Park's civic pride.

To create a strong sense of place for the City of Cedar Park.



## Policies / Recommendations

- Develop aesthetic ordinances to protect natural beauty.
- Protect Cedar Park's natural amenities as economic assets.
- Attract mutually beneficial business and tourism investment and development.
- Capitalize on potential opportunities for reinforcing Cedar Park's sense of pride.
- Develop and implement strong aesthetic covenants that support community image objectives:
  - An urban framework plan.
  - A coordinated street-scape plan.
  - A pedestrian / open space plan.
  - A viable landscape plan.
  - A signage and graphics plan.
  - An outdoor advertising plan.



## D. Parks and Open Space

### Condition

Cedar Park is experiencing enormous growth, threatening many of its natural assets while increasing demands on existing outdoor recreation areas.

### Goal

Establish a viable park, recreation, and open space system for the City where residents and visitors can enjoy the natural beauty of the Hill Country.

### Objectives

To plan for the developing, funding, and acquiring of land for parks and recreation amenities.

To develop a plan for the maintenance of parks and recreation amenities.

To develop a significant network of green space that becomes a defining element of Cedar Park.

To unify creeks and trails into a network of green-space.

To define the role of neighborhood and pocket parks to reflect the desired mix of housing types and densities within Cedar Park.

To increase usability of the City park system.

To accommodate Cedar Park's green-space and recreation needs (e.g., a large regional park).

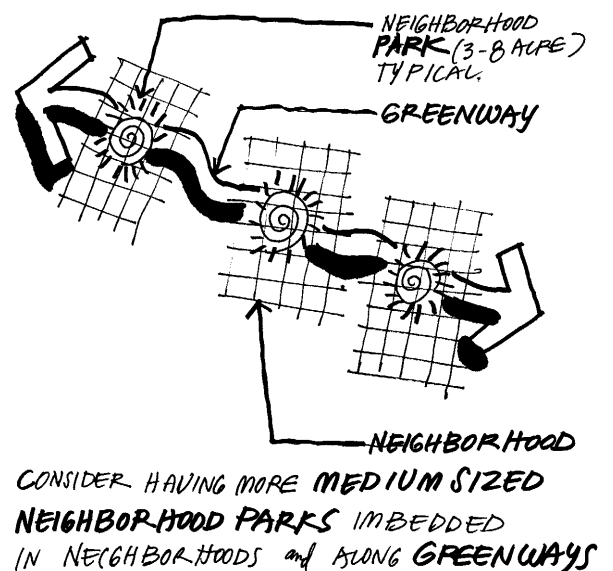
To create a hierarchy of park sizes that meets the needs of the City.

To develop a major regional park within Cedar Park.

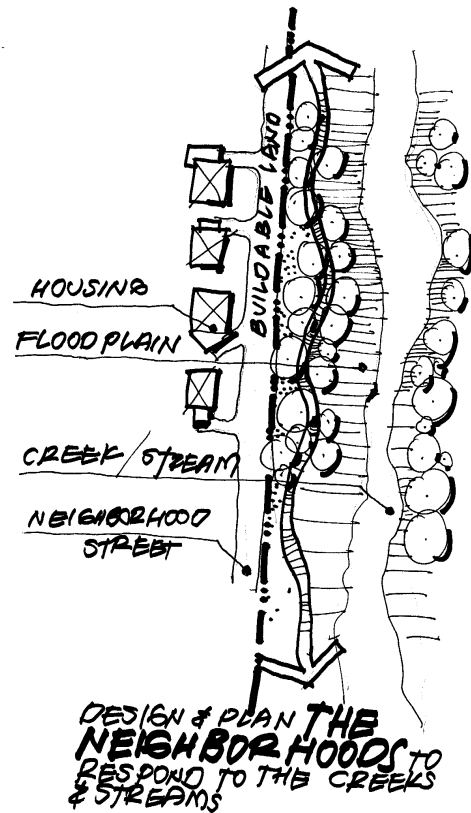
To work with other community organizations providing recreation activities.

## Policies / Recommendations

- Coordinate efforts among the Parks Board, Planning and Zoning Commission, Parks Dept., Planning Dept., and Public Works to ensure maximum usage of City funds and to preserve natural areas.
- Implement a community Park and Open Space Plan.
- Collocate civic services (schools, police, fire station) with parks in Cedar Park for aesthetic, budgetary and security reasons.
- Encourage corporate and private sponsorships and/or partnerships for parks.



- Encourage private development to provide additional recreational amenities and gathering places.
- Identify large-scale regional park site(s) for acquisition and development.
- Update and implement parks and recreation master plan.
- Acquire more land for green-space development.
- Coordinate Parks Board efforts with all recreation providers in the region.
- Revise park land dedication section of subdivision ordinance to base dedication on number units rather than valuation of land. For example, a number of acres per 100 single-family units, and a number of acres per 100 acres of commercial development (National standards are based on acres per 1,000's of a city's population, but this is difficult to apply to new subdivision developments).



## E. Housing

### Condition

Cedar Park is predominantly a community of single-family neighborhoods, with an increasing number of multi-family dwellings being developed and planned.

### Goal

Continue to encourage a favorable mix of housing types that will successfully diversify the housing market of Cedar Park, allowing it to grow into a sustainable community over next 20-30 years.



### Objectives

To provide a variety of housing that reflects Cedar Park's proposed economic growth.

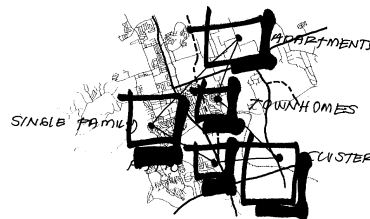
To expand housing range to include multi-family and executive housing.

To encourage housing developments that mix income levels and land uses.

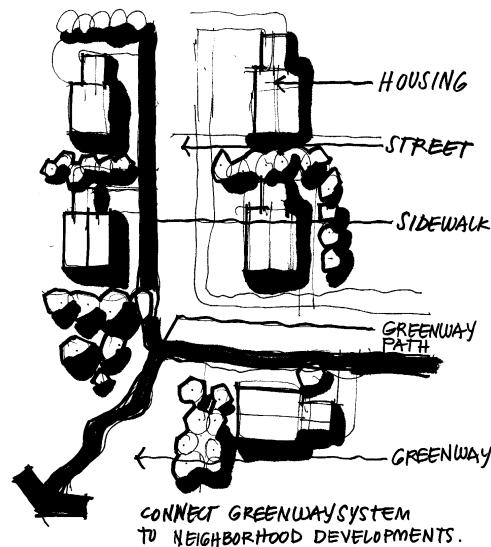
## Policies / Recommendations

- Coordinate long range housing plans among the Planning and Zoning Commission, the Chamber of Commerce, and an Economic Development Strategy, to define housing needs comprehensively.
- Encourage the development of niche housing markets (e.g., retirement villages, resort developments, and bed & breakfast inns).
- Encourage the creation of "Traditional Neighborhood Development" by reducing incidental commuting and by encouraging mixed-use adjacencies.
- Encourage low density professional office buildings within residential neighborhoods, and mixed-use 'corner stores' within neighborhoods.
- Develop a favorable ratio between single family and multi-family units.
- Link commercial areas, schools, and parks to neighborhood developments with a greenway system.

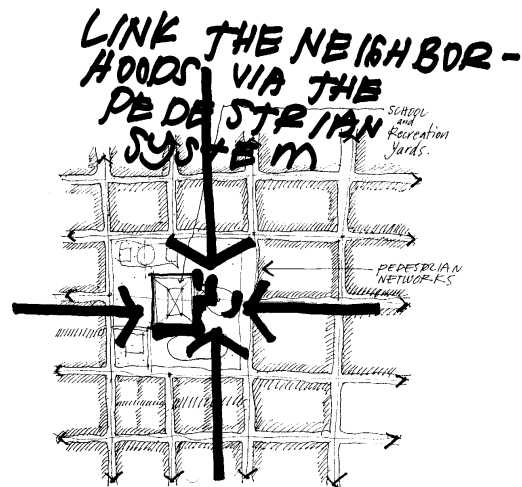
**THE PLAN MUST BALANCE  
HOUSING TYPES** (NOT RELY  
SO HEAVILY ON SINGLE FAMILY DETACHED)



- Engage financial institutions and contractors in the planning process to encourage alternative housing patterns. Start earlier rather than later.
- Encourage development of multi-family housing in appropriate locations, and in a wide range of styles and models.
- Develop design standards and amenity standards for apartments (e.g., masonry units, porches, gathering places, and site features).



- Consider mixed-use developments with multi-family dwellings above commercial uses as a housing alternative.
- Limit number of apartments in close proximity to avoid the creation of neighborhoods consisting entirely of apartments.
- Encourage higher densities for mass-transit or Transit Oriented Design (T.O.D.) corridors, near and in commercial centers and nodes.



## F. Downtown

### Condition

Cedar Park currently lacks a central place for the community to gather, to shop, to recreate, to celebrate.

### Goal

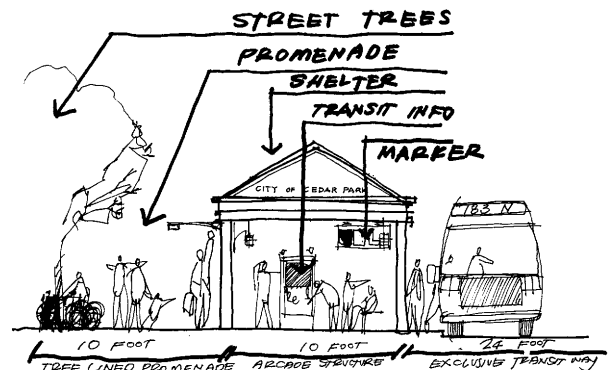
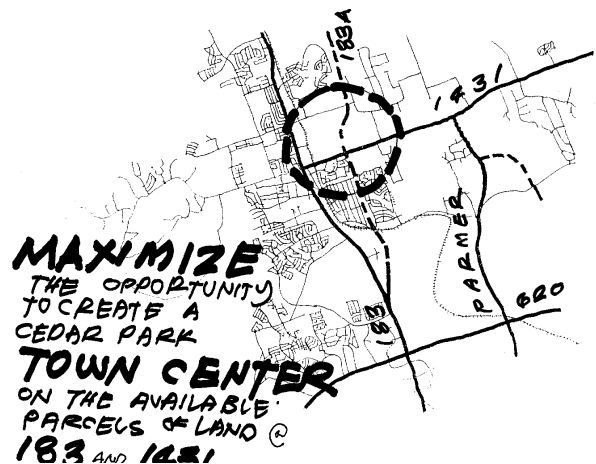
Create or develop a viable community / town center that will help foster a sense of place and create an identity for Cedar Park.

### Objective

Create a town center along FM 1431 between US 183 and US 183A in order to meld civic, public, and commercial properties with housing, recreational, and open space amenities.

### Policies / Recommendations

- Work with existing land owners and developers to establish a consistent quality and image for the community.
- Create an advocacy group for the development and funding of a dense, mixed-use downtown center.
- Create a special downtown district with unique town planning criteria.
- Aggressively market and develop the downtown district concept.
- Create an intra-Cedar Park transit system.
- Create a distinct street imagery for the downtown district and work with TXDOT to develop a specialized roadway section for FM 1431.
- Adopt the Downtown Urban Framework Plan submitted to the City Council.
- Adopt a regulating plan and downtown district code to direct its physical development.
- Develop an implementation strategy including a fiscal strategy outlining alternatives for financing improvements.



THE PLAN SHOULD SUPPORT  
THE CREATION OF AN  
INNER CEDAR PARK  
TRANSIT SYSTEM...



### 4.1.3. Urban Growth and Infrastructure

#### A. Capital Improvements

##### Condition

Cedar Park currently operates a fiscally prudent and sound approach to City services.

##### Goal

As annexation of the ETJ proceeds, more and more areas will require costly infrastructure improvements. In order to keep pace with the projected growth of Cedar Park through the next twenty years, the City must find ways to keep taxes competitive with surrounding areas and simultaneously maintain provision of infrastructure and City services.

##### Objectives

To optimize City services and community funded facilities.

To coordinate private development policies with City and regional service policies and to encourage shared responsibility.

To develop a plan that coordinates City services and regional infrastructure efforts.

To annex areas within the ETJ in a way that balances utility improvement costs with tax base gains.

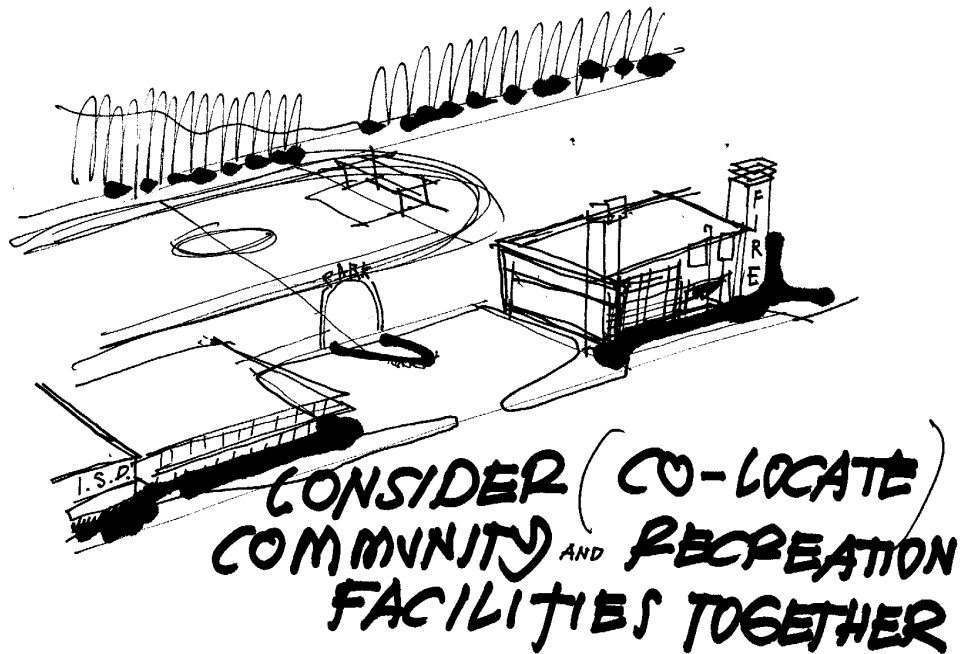
To coordinate infrastructure planning efforts.

#### Policies / Recommendations

- Analyze current levels of City services which are underway by Public Works, Parks, and Planning departments — project future levels.
- Identify City's maintenance equipment and program needs - project funding sources to meet needs.
- Continue to coordinate Cedar Park's local City service efforts with the regional efforts of LCRA, BRA, Williamson County, and Travis County. Continue to coordinate with the City efforts of: Austin, Leander, Georgetown, Round Rock, Jonestown and Lago Vista.
- Encourage Water Conservation which reduces demands, stretches existing resources, and adds to sustainability.
- Compare the costs of fewer, large regional facilities to multiple, small local ones.
- Consider using alternative sewage treatment methods, such as bio-remediation.



- Create a Storm Water management strategy - explore advantages and disadvantages of impervious cover limits and aquifer recharge ponds.
- Optimize City services and municipal land uses by collocating compatible recreational and service functions.
- Consider collocation of recreational uses with utility easements (i.e. locate a bike path over a utility easement).
- Coordinate the development of open space systems and greenbelts with City service developments and utility construction.
- Consider alternatives that reduce negative environmental impacts.



## B. Utility Extension

### Condition

Cedar Park has conservatively approached the development of its capital improvement projects; however, attracting and retaining new businesses and industries will require proactive responses to community growth.

### Goal

Develop an appropriate and fiscally sound approach to the long-term plan for Cedar Park's physical growth. Adopt a strict prerequisite which requires a funding strategy for all new improvement efforts.

### Objectives

To balance City's need for future investment with capital resources.

To attract potential investors to the process by remaining flexible in the implementation of City services.

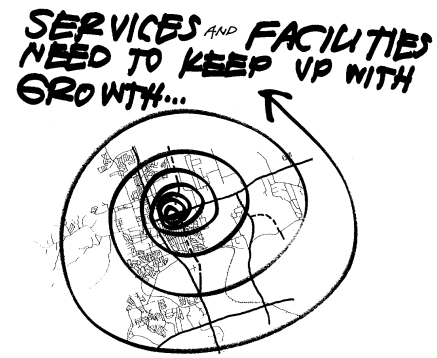
To develop effective ways to be fiscally responsible.

To maximize investment in the future while minimizing risk.

To responsibly manage the City budget without over spending.

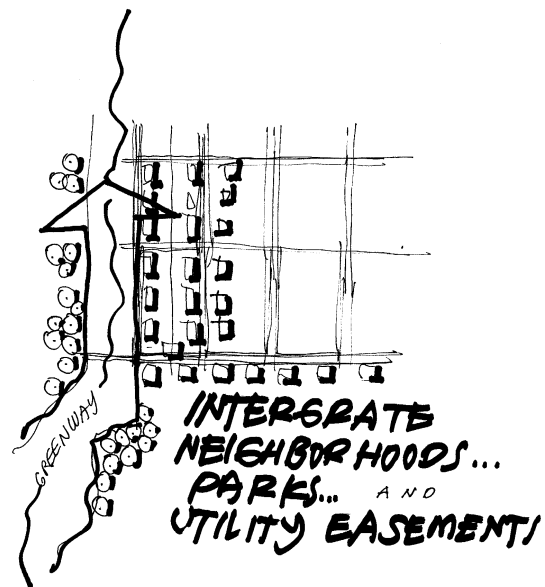
To develop cost effective ways to provide services to undeveloped areas. Discourage "leap-frog" development, encourage in-fill development.

To find the right level of capital improvements for Cedar Park.



## Policies / Recommendations

- Establish an economic development entity to coordinate City Council and Chamber of Commerce efforts, and to prioritize investment strategies based on availability of utilities.
- Use an economic development entity to create economic incentive packages for recruiting business investment.
- Continue to implement impact fees for utility construction, making rate stability a priority.



- Implement a budget strategy as developed by City Council.
- Review the capital improvement plan twice annually.
- Jointly develop growth and implementation strategies; coordinate with annexation plan.
- Update utility plan yearly making annual adjustments as needed.
- Adopt an alternative utility provision policy for specialized areas.

//

... THE PLAN MUST DEVELOP  
COST EFFECTIVE WAYS TO  
PROVIDE SERVICES TO UN -  
DEVELOPED AREAS... //



## C. Urban Growth

### Condition

Cedar Park stands poised to undergo substantial development and growth over the next 20 years. It enjoys this economic upturn because of its locale, natural beauty, and proximity to the growing economy of the Austin metropolitan area.

### Goal

Develop a responsible development plan for Cedar Park to follow for the next 20-30 years that is committed to development as well as preserving and enhancing the very assets that draw development investment to Cedar Park today.

### Objectives

To create a viable plan that coordinates developer's desires with the community's needs.

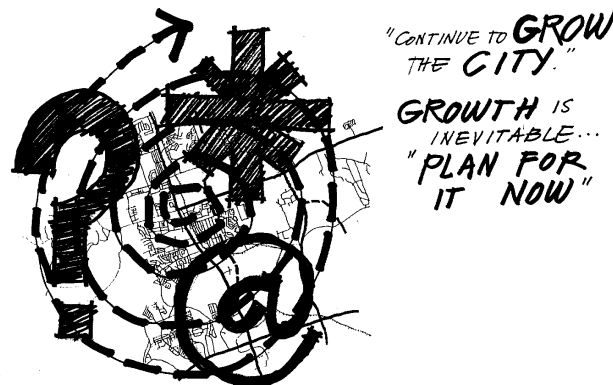
To protect Cedar Park's natural assets, realizing they attract people and economic development to the community.

To physically connect the community with the existing nature preserves to the west.

To develop gateways that physically mark the entrances into Cedar Park.

## Policies / Recommendations

- Work with existing land developers to reach mutually agreeable terms for goals to develop new land.
- Coordinate economic development efforts with urban growth issues and development schedules.
- Define gateway locations at each of the major thoroughfares as they cross the City limits. Gateways can include landscape, signage, lighting, daytime features, and nighttime features. They should address the speed at which they will be most commonly perceived, i.e. automobile vs. pedestrian.
- Advocate multi-density developments, especially dense nodes at traffic artery intersections and light rail stations.
- Advocate multi-use development strategies, such as introducing offices in residential areas or vertical zoning.
- Maintain Cedar Park's pro-development stance by remaining open to new trends in urban growth patterns.
- Adopt the tenets of the Future Land Use Plan
- Review the Comprehensive Plan every two years for contemporary community acceptance.



## D. Regional Development

### **Condition**

Williamson County is one of the fastest growing counties in the country. Today, Cedar Park is known for its pastoral setting and Hill Country beauty.

### **Goal**

Build a sustainable City that is a regional destination. Balance the needs of growth and development with those of environmental preservation.

### **Objectives**

To responsibly plan for expected growth.

To protect the beauty and resources of the Hill Country for future generations.

To set aside land for people to enjoy nature.

## **Policies / Recommendations**

- **Coordinate projected growth plans with all regional recreation and environmental agencies.**
- **Implement long term planning goals with short term project developments.**
- **Support cooperative planning to approach regional issues with a broader perspective.**
- **Consider creating a “shared services” facilities plan for Williamson County to perform selected community services.**

## E. Public Works and Utilities

### Condition

Although the Public Works Department and private utility companies have kept up with the growth of the City, the rapid development of Cedar Park has quickened the pace of growth to the point where coordination between the Planning Department and the Public Works Department has become vital for the successful growth of the community.

### Goal

Foster coordination of the Public Works Department and the private utility companies with the Planning Department and Parks Department, so that a proactive and comprehensive approach to the development of Cedar Park's utilities, greenbelts, and other public infrastructure can be developed.

### Objectives

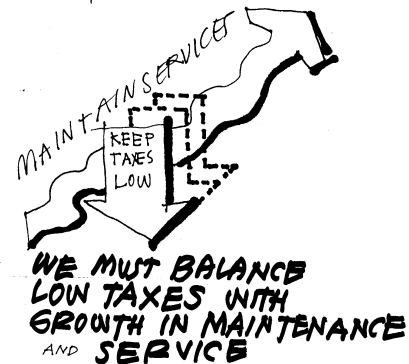
To optimize civic investment in utility infrastructure throughout Cedar Park by keeping delivery of services high and capital outlay to a minimum.

To coordinate the land use, infrastructure, and land acquisition plans.

To restore and maintain existing infrastructure.

## Policies / Recommendations

- Collocate gas and other utility easements with recreational amenities to create green-ways (e.g., storm drainage corridors).
- Explore re-claimed water technology, its potential re-use, and wastewater processing alternatives.
- Coordinate road maintenance plans with City planning efforts.
- Explore alternative funding mechanisms for development and maintenance of public works and utilities.
- Stay competitive with other communities' impact fees and regional utility rate structures.
- Plan for re-use of temporary septic fields.
- Promote efficient utilization of land resources through development standards that optimize the efficiency of utility infrastructure.
- Explore the viability of underground utilities (electrical, etc.). Where economic development will be derived from a higher aesthetic value, underground utilities should be considered.
- Enforce annual review and adaptation of a long range utility plan.
- Coordinate underground utility planning with roadway improvements.



## F. Transportation

### Condition

Today Cedar Park is dependent upon vehicular transportation for both regional and local commuting, resulting in high traffic volumes that conflict with Cedar Park's community experience and quality of life. Although aggressive thoroughfare improvements are planned, transportation remains one of the most important planning issues.

### Goal

Develop a viable transportation network and thoroughfare plan that fosters the community vision of Cedar Park.

### Objectives

To investigate, plan, and implement alternate modes of transportation.

To reverse the current cycle of commuting by developing employment centers in Cedar Park.

To develop a hierarchy of road types as described in the Cedar Park Roadway Plan and this comprehensive plan.

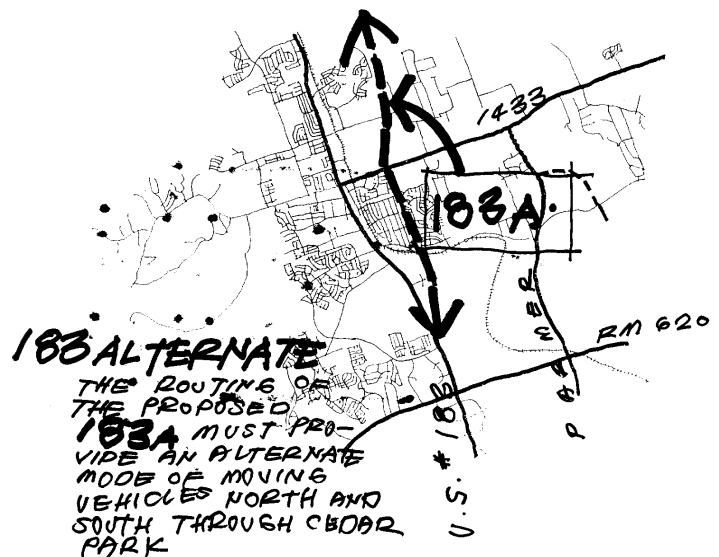
To enhance pedestrian and cyclist experiences on the streets and open space corridors of Cedar Park, while protecting their safety.

To develop nodes of activity as destinations for regional and local transportation networks.

To develop a cost recovery system for new road construction and existing road maintenance (including but not limited to such policies as boundary street policy, off site improvement policy, CIF fees, and assessments).

## Policies / Recommendations

- Coordinate Austin Transportation Study, Texas Department of Transportation, Capital Metro, County and City plans for regional and local roadways and transportation networks.
- Create a community transportation advocacy group directed by Cedar Park's City Council to develop a viable multi-modal transportation network for the City.
- Aggressively pursue the construction of US 183A.
- Develop a strategy for providing a Local transportation network of shuttles and/or buses that tie in with regional public transportation lines.
- Construct a network of cycling amenities, especially along open space greenways, FM 1431, and Brushy Creek Rd.





- **Work with Williamson County, Round Rock, Fern Bluff, and Brushy Creek MUDs, to create a regional hike/bike/run path along Brushy Creek.**
- **Adopt a roadway treatment program for US 183 and FM 1431 as outlined in this document, that not only fulfills traffic requirements, but also provides open space and pedestrian amenities.**
- **Augment a roadway enhancement program by commissioning an Urban Design Guide for Cedar Park including signage, lighting, hardscape, site furniture, and landscape guides.**
- **Develop a transportation operations plan to include an ongoing traffic count program, traffic signal operations, and traffic operation review and observation.**
- **Implement Cedar Park's roadway plan including a construction and maintenance funding plan.**
- **Incorporate traffic management and calming measures in large commercial centers, nodes, and downtown district to improve and encourage pedestrian usage.**
- **Develop a traffic safety improvement plan to include collection and review of accident reports, tabulation of accidents by location, preparation of an accident location map, and development of recommendations to address existing and potential safety problems.**
- **Create an advocacy group for the beautification of and safety improvement of US 183 and FM 1431.**

US 183 Before Roadway Enhancements



## G. Long Term Planning

### Condition

Cedar Park is a relatively young residential community whose rapid growth is currently occurring without a comprehensive guide.

### Goal

Foster the planning and orderly growth of a strong, community-based town.

### Objectives

To create a sense of place for Cedar Park.

To form a framework that allows Cedar Park to grow into a sustainable community.

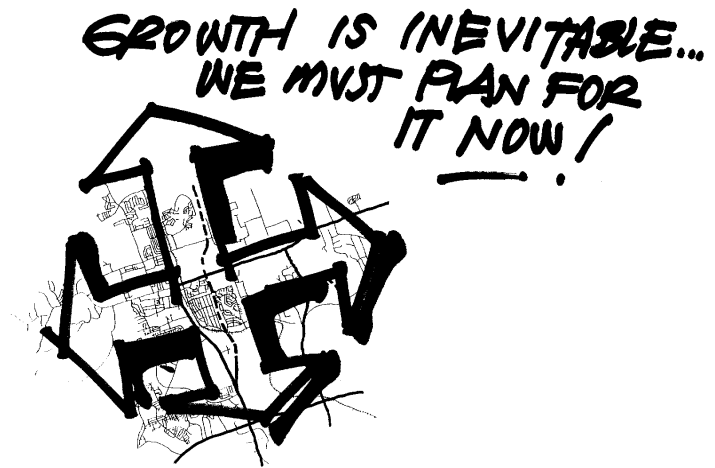
US 183 After Roadway Enhancements



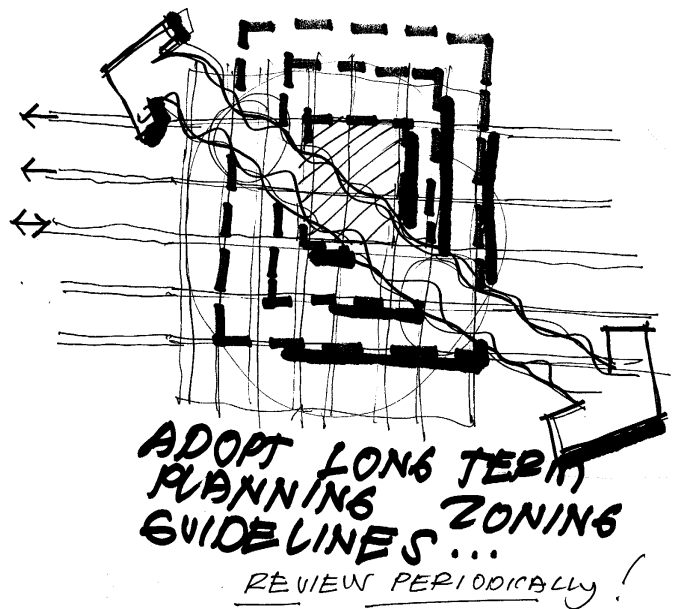
## Policies / Recommendations

- **Create an economic development entity and coordinate its efforts with City Council, Chamber of Commerce, Planning and Zoning Commission, and the Planning Department to attain the goals as set forth in this comprehensive plan.**

- **Coordinate new policies with those of other City departments, citizens groups, and government agencies by working together towards the goals set forth in this comprehensive plan.**
- **Create an advocacy group to help educate residents and land owners on the value of an adopted comprehensive plan.**
- **Adopt a series of planning and zoning guidelines for the development of Cedar Park over the next 20-30 years.**
- **Improve landscaping guidelines and ordinances.**



- Update parks and master park plan.
- Implement roadway design guide as set forth in this document, e.g. street-scape guidelines.
- Implement infrastructure guidelines to comply with comprehensive plan.
- Create pedestrian and bicyclist advocacy group.
- Implement a solid waste management policy - economic incentives / recycling locales.



## H. Economic Planning

### Condition

Cedar Park is predominantly a residential community that enjoys relatively low taxes; however, without diversifying its tax base any civic improvements could result in higher taxes.

### Goals

Diversify and broaden Cedar Park's economic base to keep up with anticipated growth. Keep taxes competitive, while maintaining a high level of City services. Provide local employment and recreational opportunities.

### Objectives

To have infrastructure in place when needed, to induce development.

To improve Cedar Park's tax base and local employment.

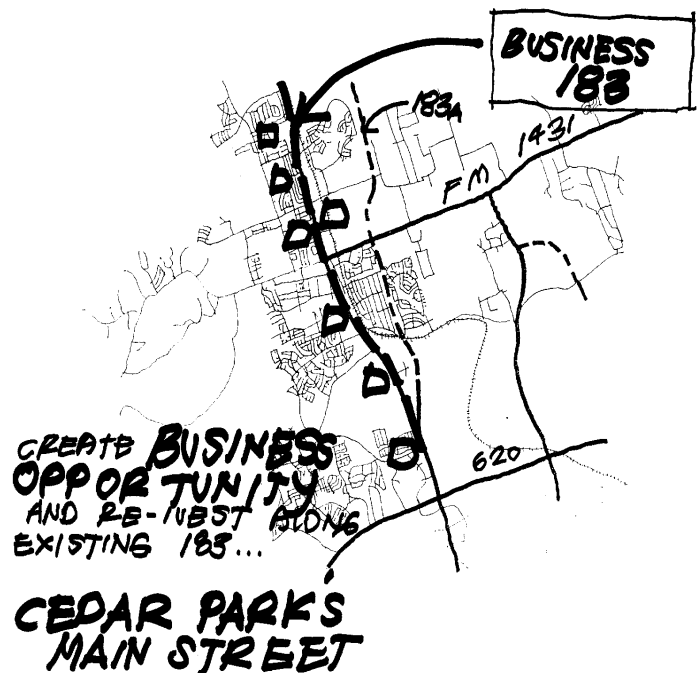
To keep local taxes competitive regionally as well as nationally.

To connect with the regional tourism economy.

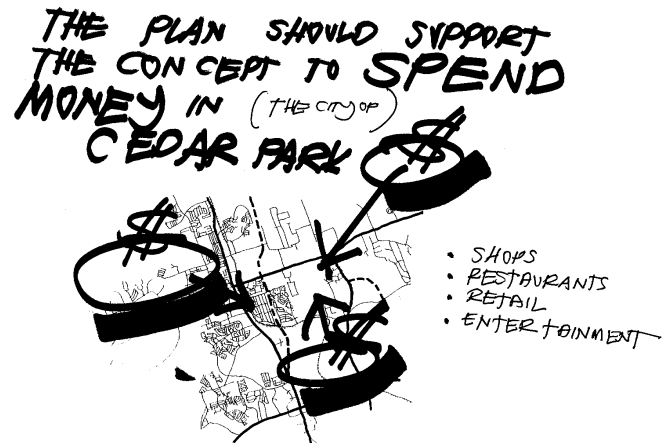
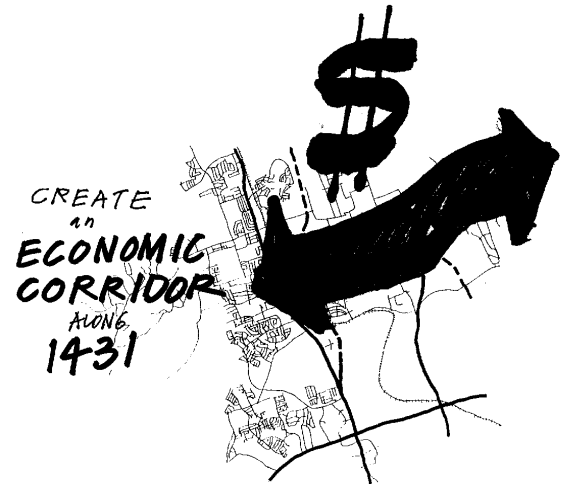
To attract industries compatible with the community goals of Cedar Park.

## Policies / Recommendations

- Coordinate local economic development efforts with those of the region.
- Foster an educated approach to economically friendly business development.
- Coordinate economic development efforts between the City Council, Chamber of Commerce, Planning and Zoning Commission, and the Parks Board.
- Coordinate the Parks Board and Planning Department's open space plans with business and industrial park developments to help fund the creation of an open space system.



- Concentrate new commercial development within special planning overlay districts; e.g. Downtown District or PUDs.
- Advocate mixed-use development within special planning districts.
- Create an economic development corridor along FM 1431.
- Create zoning district that promotes and accommodates industrial complexes and campuses as well as clean industry; reserve these areas on the zoning map.



## 4.1.4. City Services

### A. Planning and Public Works Departments

#### Condition

Cedar Park's staff has done an outstanding job keeping pace with the City's extraordinary growth.

#### Goal

Provide current and long range planning to implement the goals of the community, preserve and enhance the quality of life, provide for orderly growth and development, implement quality infrastructure, and foster a safe environment. Develop a planning, zoning, and infrastructure approach to preserve and protect natural assets, control traffic flow, diversify the tax base, expand the housing stock, and promote clean industrial development.

#### Objectives

To evaluate the way Cedar Park utilizes interim zoning.

To incorporate pedestrian circulation and beautification themes into new construction projects.

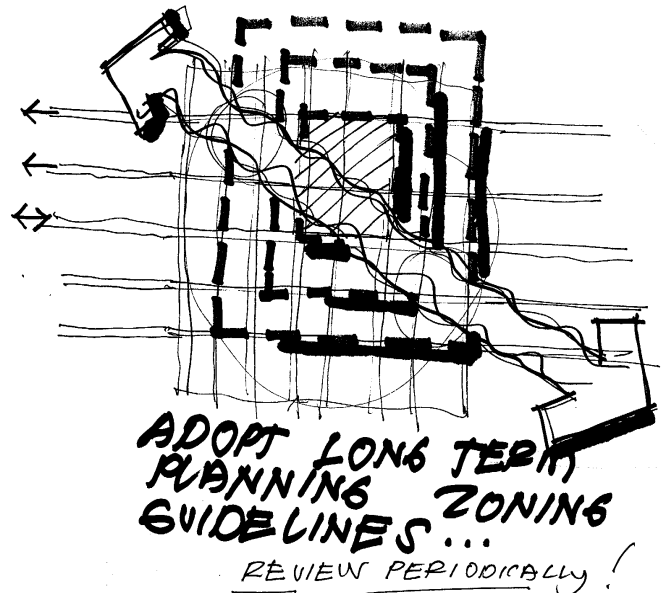
To protect and preserve natural features, while minimizing the environmental impacts of new development and construction.

To blend existing housing enclaves together into a cohesive community.



### Policies / Recommendations

- Coordinate the efforts of all City departments to achieve comprehensive plan goals.
- Review and evaluate City services on a regular basis.
- Evaluate the need for additional tools, methods, personnel, and facilities as the City grows.
- Keep up to date with technology for the City's systems, software, and tools.
- Evaluate alternative methods of implementation to support the missions of multiple City services (e.g., combining water detention requirements with parks, recreation, open space systems, utility requirements, and land acquisition plans).



- **Coordinate Chamber of Commerce efforts with business owners to develop new standards for existing and future commercial developments that comply with goals of comprehensive plan.**
- **Advocate mixed use developments in Cedar Park.**
- **Create a mechanism for more active citizen input into the planning of their community.**
- **Develop design guidelines to enhance construction methods.**
- **Develop new ordinances to implement the comprehensive plan goals.**
- **Revise existing ordinances to implement the comprehensive plan goals.**
- **Coordinate the development of a 5-year Capital Improvements Plan (CIP) with all departments, Planning and Zoning Commission and City Council to ensure that the goals in the comprehensive plan are implemented; update annually with operating budget.**
- **Continue water conservation programs and services.**
- **Continue solid waste management programs and services.**
- **Consider alternatives for residential trash collection and recycling to prevent damage to streets and to promote solid waste management goals.**

## B. Parks Department

### Condition

Cedar Park currently has a series of pocket parks that have proven to be expensive to maintain and patrol for security. The City also has a series of creeks that are currently underutilized as green space.

### Goal

Establish a viable park and open space system for the City of Cedar Park where residents and visitors alike can enjoy the natural beauty of the community and the Hill Country.

### Objectives

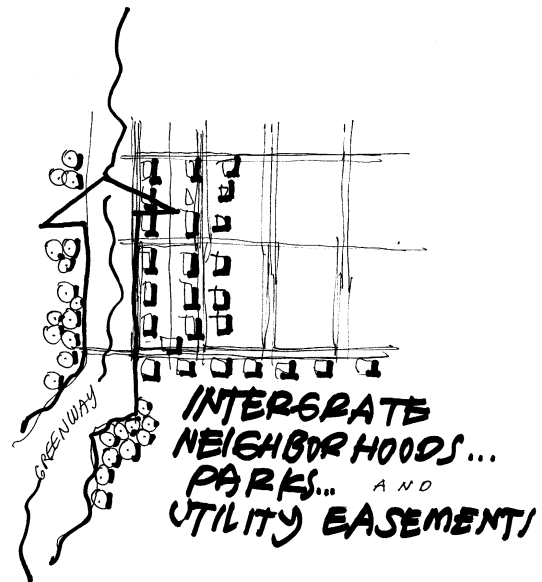
To develop a network of green spaces that become a defining element of Cedar Park by connecting all areas of the City to a regional network.

To attract industries by marketing Cedar Park's hike and bike trail network.

To offer a hike and bike network, large City parks, and neighborhood pocket parks as an inter-connected park system that serves all of Cedar Park's recreational needs.

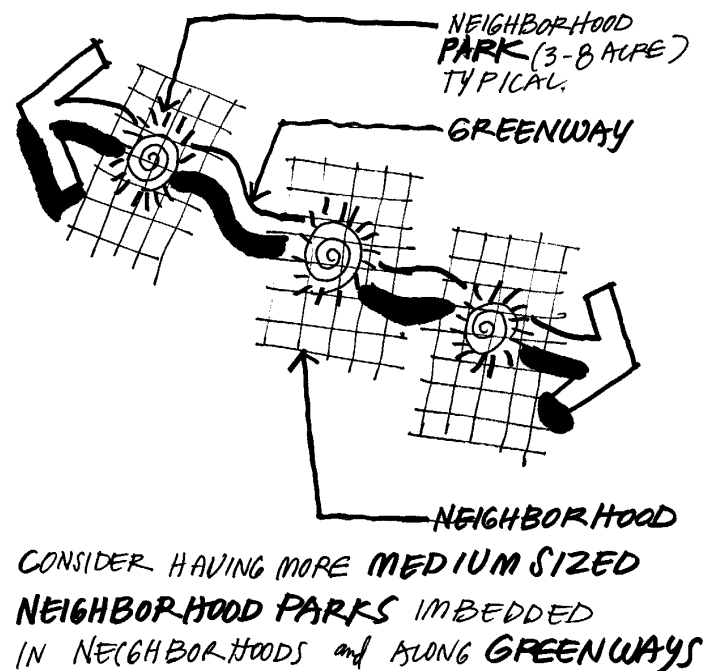
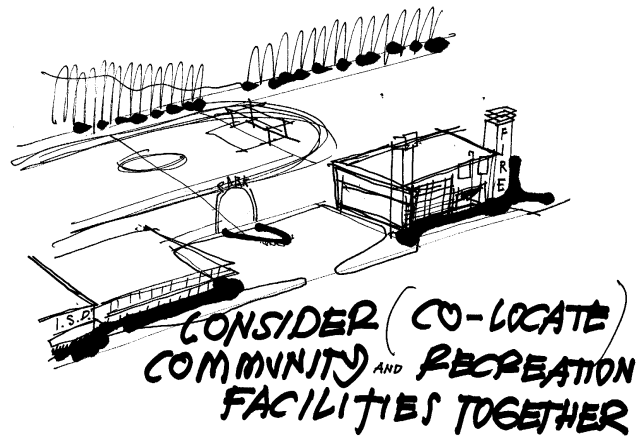
## Policies / Recommendations

- **Coordinate Parks and Recreation efforts with those of the Planning Department, Public Works, and the utility companies to optimize City funds and land uses.**
- **Implement planning for a series of parks that take advantage of the numerous creeks that occur in the community: These types of "green-way" parks can create connections from the US 183 urban corridor to housing and to natural preserves to the west and hike and bike trails to the east.**
- **Recommend that future campus industries, light industrial parks, employment centers, and retail developments connect to housing with a hike and bike network. Such a network could include: significant lakes, flood plains, storm drainage corridors, utility easements, detention ponds, etc.**
- **Protect sensitive environmental areas like: flood plains, trees, recharge zones, wildlife habitats, and water tables.**
- **Plan pedestrian amenities along highways US 183, FM 1431 and Brushy Creek Rd.**
- **Combine civic services (schools, police, fire station) with parks in Cedar Park. Not only are the civic facilities in a beautiful setting, but they in turn provide built in maintenance budgets and surveillance.**





- Encourage corporate and private sponsorship of parks by offering naming possibilities in exchange for funding of public amenities.
- Encourage private development to provide “private recreational amenities” in addition to public amenities such as tennis or swim clubs.
- Update current ordinances and Parks master plan.
- Develop a hierarchy of park sizes.
- Acquire land for green-space development.
- Coordinate Parks and Recreation’s efforts with all other regional entities.
- Implement a park sponsorship program.
- Implement a green-way park system in accordance with the comprehensive plan.
- Connect housing developments via a network of green-way parks.
- Coordinate local neighborhood efforts with Parks Board and Planning and Zoning Commission to develop parks and land use patterns.



## Insert Park Plan



## Park Land

GIF, 204 kB

*Please continue to next page*

## C. Police Department

### Condition

Cedar Park currently enjoys a high level of service from the Police Department as well as a low level of crime.

### Goal

Maintain a police force that can help create a strong, self-reliant, healthy, and secure City where people feel safe to live, work, and raise their families.

### Objectives

- To maximize the benefit of City investment in Police Department infrastructure throughout the City and at all levels.
- To develop a long range plan that determines locations and needs for future expansions of the Police Department.
- To empower community groups in safety issues.

## Policies / Recommendations

- Coordinate Cedar Park Police with regional police jurisdictions and their efforts.
- Implement the departmental 10-year master plan.
- Alleviate future road construction conflicts by coordinating the Cedar Park roadway plan with Police department requirements.
- Consider collocating future police stations with City parks and greenbelts.
- Build a new police headquarters and justice center.
- Consider the viability of a police substations, when the City's population demands it.
- Continue to support community policing.



## D. Fire Department

### Condition

Cedar Park's fire department has kept up with the growth of Cedar Park by investing in current technologies and maintaining facilities; however, the fire department has immediate needs for growth and must be positioned for future growth as well.

### Goal

Continue to provide up-to-date fire and life safety service for the growing City of Cedar Park.

### Objectives

To maximize the benefit of City investment in Fire Department infrastructure throughout the City at all levels.

To develop a long range plan based on demographic predictions for the growth of Cedar Park.

To achieve current response time goals.

## Policies / Recommendations

- Coordinate plans with regional fire fighting jurisdictions and their efforts by advocating a long range regional fire fighting master plan.
- Alleviate future road construction conflicts by coordinating the Cedar Park roadway plan with fire department requirements.
- Consider collocating future fire stations with City parks and greenbelts.
- Implement Fire Department's long range growth plan.



## Insert Fire Station Plan



## Proposed Fire Station Sites 1.5 mile radii

GIF, 269 kB

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## E. Library

### Condition

Cedar Park's Library system is adequately sized for the present City; but as the City grows so must the Library system.

### Goal

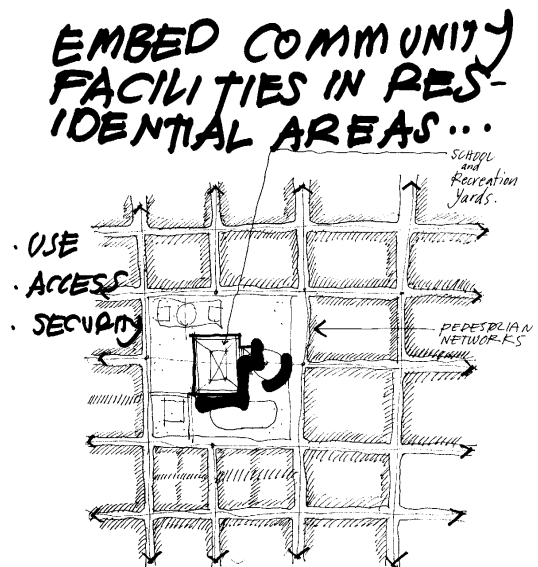
Position the Library so it can attain its mission – “Encourage and support reading and learning by people of all ages and all educational and socioeconomic levels by providing educational, recreational, and cultural materials and programs.”

### Objective

To preserve and maintain the current educational mission for the growing City.

## Policies / Recommendations

- Coordinate public school and public Library facilities.
- Develop a regional “Excellence in Public Libraries” image by coordinating efforts and resources with regional libraries.
- Consider collocating a new branch Libraries with public schools.
- Consider Library sub-stations within community parks.
- Implement the long term Library Master Plan.
- Staff and equip the Library to keep pace with population and technology advances.
- Consider sites for future Library expansion plans.



## F. Education

### Condition

The Leander Independent School District and Austin Community College are expanding dramatically, but many of the educational needs of the local industry base are still not being met. New industries will require new skill sets. The outflow of the workforce to outside the City must be reversed and contained. Local industries need more workers with low-tech manufacturing skills. Cedar Park's Leander I.S.D. is an excellent public school system - reputedly one of the best in the state.

### Goal

Expand the skill sets of the available workforce in anticipation of future job growth demands. Maintain the quality and expand the range of education opportunities within the community.

### Objective

To prepare the student population for future jobs, while assisting existing workforces with job training needed for a technology-centered economy.

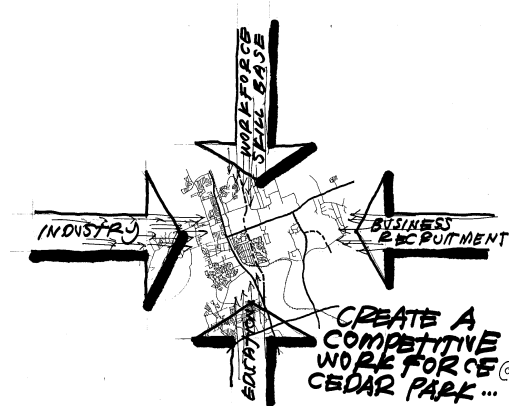
To maintain excellence of Leander I.S.D.

To adjust for the "Robin Hood School Finance Plan" - Study economic results of state funding decreases.

To increase educational offerings within Cedar Park.

### Policies / Recommendations

- Promote increased training programs in public schools and explore school-to-work internships as a means of better preparing students for the workplace.
- Expand secondary education opportunities by recruiting additional 2-year college programs (or lobbying Austin Community College for additional class offerings).
- Consider recruiting a 4-year college to Cedar Park that will serve as a new resource for local high school graduates for the region, as well as fulfill a lack of executive education opportunities.
- Create a focus group to study future educational needs of the Cedar Park community.
- Coordinate funding sources to maximize use.
- Coordinate City planning efforts with Leander I.S.D. efforts for future school and administration sites.
- Consider collocating public schools with community parks.
- Coordinate school budgets with parks budget to maximize development and maintenance funds.



## 4.1.5 Economic Development

**Please refer to Section 3.2, Economic Development, for a thorough discussion of economic issues and recommendations.**

### A. Population

#### Condition

Like many fast-growing “edge” cities, Cedar Park’s long-term growth is increasingly influenced by regional economics, demographic trends, and the cost of living. Increasing congestion in surrounding communities, continued growth of the MSA as a technology “hotspot”, infrastructure expansion to the northwest, and the continued in-migration of young families to the area will drive an even greater population explosion in Cedar Park than has been previously seen in recent years.

#### Goal

Prepare the City’s infrastructure for anticipated population growth over the next 20 years. Minimize the negative effects of intra-regional commuting patterns.

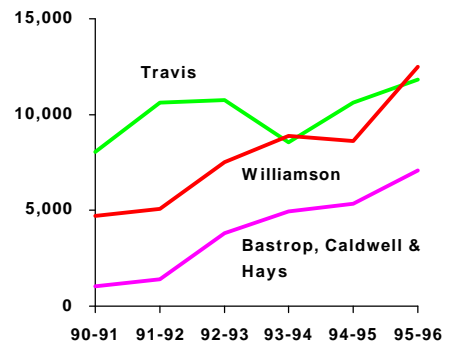
#### Objectives

To continue to lobby for expansion of US 183 and construction of US 183 A in coordination with regional economic development organizations.

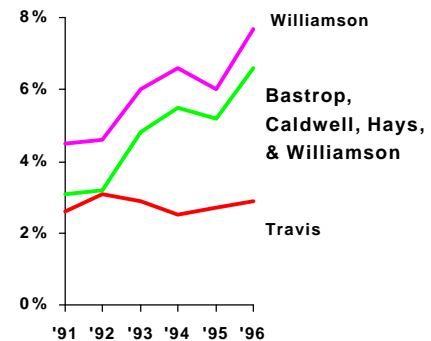
To alleviate the need for redundant roadway infrastructure by “bringing the workplace to the home,” through greater local industry and retail recruitment.

To review and update the CIP in light of new population projections.

**Net In-migration, 1990 - 1996  
Breakdown by County**



**Variations in Regional Population Growth  
Austin MSA, 1990 - 1996**



Source: Angelou Economic Advisors Inc.; U.S. Census Bureau

### Policies/Recommendations

- Support the Greater Austin Chamber of Commerce lobbying efforts and designate a local Cedar Park chamber member to be a lobbyist for the local community.
- Begin a public/private effort to actively target and recruit new employers.
- Form a CIP review committee.



## B. Workforce

### **Condition**

Cedar Park can be currently characterized as a “bedroom” community, with a significant share of workers commuting to jobs elsewhere in the region. Surprisingly, the local industry base is experiencing a shortage of low-wage, non-technology and service workers. Existing industries may be “squeezed out” of Cedar Park by more affluent newcomers and a more technology-focused industry base.

### **Goal**

Strike a balance between the workforce needs of Cedar Park’s current businesses and the needs of future businesses.

### **Objectives**

To make Cedar Park more accessible to low-wage workers by promoting new transportation alternatives (light rail) and increasing the stock of low- and moderate-income housing.

To recruit industries and businesses into the City limits of Cedar Park which can provide jobs directly to the local workforce.

To prepare the student population for the jobs of tomorrow through training programs in public schools, internships, and improved secondary education opportunities.

## **Policies/Recommendations**

- **Implement a targeted recruitment strategy designed to attract growing businesses that complement Cedar Park’s current workforce skill base.**
- **Assess the characteristics of the changing workforce through a survey of employers or households. This information will serve as a marketing tool to new business recruitment.**
- **Begin the recruitment of a 4-year college to Cedar Park and hold discussions with Austin Community College to expand local classroom opportunities.**
- **Market Cedar Park to apartment developers as an ideal location for new construction in the northwest quadrant of Austin’s MSA.**

## C. Industry

### Condition

While much of the Austin MSA has benefited from an expansion of the technology sector, Cedar Park has yet to see its share of new technology industry relocations and the resulting growth in commercial real estate and retail sectors.

### Goals

Expand the industrial base and assist existing businesses.

### Objectives

To make Cedar Park an attractive location for Austin firms to expand their operations.

To expand office and industrial space in Cedar Park.

To “win” more local expansion opportunities.

To locate additional financing mechanisms for locally expanding firms.

To create a national marketing strategy.

## Policies/Recommendations

- Implement a targeted recruitment strategy.
- Consider inducements for attracting an industrial / office park in Cedar Park.

## D. Retail Opportunities And Revenues

### Condition

While Cedar Park has experienced some of the highest population growth rates in the region, its retail sales growth lags neighboring cities. Cedar Park residents are still required to travel outside the City for many of their shopping needs, resulting in a loss of potential tax revenue for the City, additional roadway congestion, and increasing frustration on the part of Cedar Park's citizens.

### Sales Tax Rebates

	<u>Growth, '90-'96</u>
Leander	141 %
Round Rock	138 %
Lago Vista	120 %
Cedar Park	109 %
Austin	54 %

Source: Texas State Comptroller's Office

## Policies/Recommendations

- Focus on the recruitment of new retail businesses and commercial construction.
- Create a City policy for sales tax sharing.

## E. Commercial Real Estate

### Condition

As a result of Cedar Park's limited expansion of its industry, commercial construction has remained stagnant. Speculative construction has been nearly non-existent.

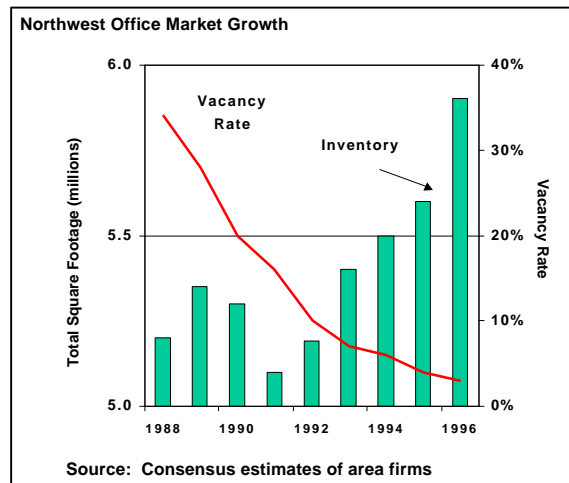
### Goal

Attract commercial development to inside the City limits of Cedar Park.

### Objectives

To develop an office / industrial park.

To expand the corporate tax base to reduce tax burden on residential property.



## Policies/Recommendations

- In conjunction with an industry recruitment policy, begin to market the community as a competitive alternative for commercial development.

## F. Residential Real Estate

### Condition

Cedar Park has experienced a boom in new home construction as a result of increased outflow of families from central Austin. However, much concern has been voiced that housing opportunities for low- and middle-income working families are lacking, and that multi-family development has not followed the general increase in population.

### Goal

Provide new housing opportunities for current and future residents of Cedar Park.

### Objective

To provide a full mix of housing opportunities for the citizens of Cedar Park.

## Policies/Recommendations

- Recruit and market to apartment developers, possibly offering waived fees for hook-ups in the interim.
- Devise a marketing campaign to attract single persons looking for high quality-of-life and competitive housing costs.

## 5.0 Appendix

The following observations, comments and goals were gathered during a series of community work sessions held in Cedar Park. The comments called "Community Voices" are direct from the citizenry of Cedar Park and are **their statements as collected**. The phrases, wording and observations are **directly quoted**; and, though sometimes appearing contradictory are published as captured during the work sessions. The sessions dealt with the community's strengths as well as weaknesses, aspirations and vision for the future.

### 5.1.1 Cedar Park Today

#### Selected City Statistics

- Growth Rate: averaging near 15% within the last five years.
- Land Uses: primarily single family residential development, with homes prices ranging from the \$70s to the \$350s. Commercial development is concentrated along transportation corridors bisecting the City.
- Demographics: primarily middle and upper-middle income population.

#### Assumptions

- Population Projections: Depending on growth rates, population totals for Cedar Park's ETJ could reach 45,000, 60,000 or 80,000 by the year 2010.
- Property Values are expected to increase.
- Even with the given projections, growth is bound to slow (or even dip) over the next 15 years.
- The growth of Cedar Park is tied to Austin's growth and the national economy, especially the microelectronics industry.
- US183A is planned ... completion is dependent on the type of highway and funding.
- Light Rail System is being investigated

#### Current Strengths

- Traditional and conservative values.
- Reasonably Priced Housing, compared to other nearby communities.
- Good Schools ... Leander I.S.D. ... Austin Community College.
- A positive environment ... the Hill Country, the Lake, open country, trees & nature, beautiful scenery.
- Low Crime
- A good alternative to Austin ...out of the "mainstream", less government, less regulation, but stricter law enforcement.
- Close to Austin, major employers, and recreation, but none of these are *in* Cedar Park.
- The sense of community ... good neighborhoods, good neighbors.
- A healthy and expanding business community.

#### Current Weaknesses

- Traffic Congestion
- Lacks a Clear Identity ... no center, no heart of town ... people don't know where it begins or ends ... US 183 is the identity
- No places for entertainment or fun
- No place to meet
- US 183 looks "trashy" in places ... the nicer parts of the City are not on US 183.

- Not enough Major Employers
- Not enough permanent playing fields for organized sports.

#### 5.1.2 Concepts for Change

- Consider having a compact business district ... convenient, a focus for activities
- Consider spaces for outdoor vendors ... sidewalk vendors, marketplaces
- Consider outdoor park amenities ... fountains, sculpture, etc.
- Consider a stricter sign ordinance
- Consider underground utilities ... electrical distribution and telephone
- Consider having a major tourist attraction ... e.g. the Hill Country Flyer Steam Train
- Consider having more family oriented entertainment ... theaters, miniature golf, bowling
- Consider expanding community environmental programs ... composting, recycling, conservation, water reuse programs
- Provide wide open spaces and parks ... to offset small lots
- Consider turning lanes on FM 1431 (*Response: this is handled by TXDOT, with input from the City and County*)
- Consider land uses that can coexist with neighborhoods at night and weekends
- Consider more flexibility in land use and zoning ... [eliminate land use changes demanded by zoning and growth]... more sensitive zoning ordinances... a limit to certain land uses
- Provide more protection for natural resources ... trees, street R.O.W.s
- Provide transitions between land uses ... provide transition between industry/business and communities/homes
- To improve the sign ordinance
- Remove visual pollution (power lines, extent of concrete, "unnatural" components)... esp. along US 183
- Provide easy pedestrian access ... crosswalks at US 183 / FM 1431, sidewalks, a pedestrian oriented community

#### Quality of Life

- Consider adding facilities for major entertainment ... such as concerts, small rodeos, seminars
- Consider fostering volunteerism to add amenities without raising city costs
- Consider a Six-Flags type theme park (this idea has been discussed for 20 years) ... perhaps at the old hog farm (FM 1431 near Lake Travis or elsewhere near the lake)
- For an identity, consider making Cedar Park "the Gateway to Lake Travis" or "the Gateway to the Hill Country"
- Consider having a gray water distribution system ... don't use drinking water for irrigation
- Consider having a convention or large meeting center ... could be part of a large hotel
- Consider creating the "whole package" - not just a bedroom community ... housing, motels, businesses, light industry, etc.
- Labor force housing is needed, but it will have to be buffered from the higher end houses
- Consider recruiting at least one major employer ... ~100 acres, clean industry that doesn't require a lot of water (*Response: Cedar Park is uniquely situated to provide industries with unusual water requirements*)
- Consider developing a downtown with professional caliber office buildings ... encourage the synergy of professional services

- In the downtown offer comprehensive services ... professional services (doctors, lawyers, accountants, dentists), restaurants, barber - services, and other professional needs.
- Consider a country club (not necessarily private) to give professionals a place to meet, network, etc.

### 5.1.3 Economic Development

#### Economics

- Consider diversifying the tax base to keep property taxes competitive
- Consider promoting tourism ... the train, the lake, helps justify restaurants for the residents
- Consider taking better advantage of the steam train
- Consider attracting more attractive campus-style businesses ... like IBMs and TIs

#### Attracting Industries

- Consider more available, accessible and affordable light industrial zoning in Cedar Park ... there are very few permit-ready sites
- Consider more available office space ... primarily for administrative, R&D, research, software development
- Consider encouraging lower wage workers to live in Cedar Park ... not enough \$6-\$8/hour workers in town ... no higher-density housing for them
- Accommodate accelerated business decisions ... In a fast growth environment, industries are very busy, and they want available buildings
- Consider these aspects of an industry-friendly environment: available workforce (not 0% unemployment), ease of location, motels nearby, cooperative zoning, permitting, ... "aesthetic conscious" - want their facilities to look good and want good neighbors ... not awkward shaped lots, reasonable costs, want to be good neighbors, available utilities and streets ... What industries and businesses look for: built space available, suitable labor force, community events
- Consider a true Business / Industrial Park ... There is no industrial park area today (not even on Industrial Blvd.)
- Consider "carving out some land" for industries - a dedicated industrial park ... away from existing single family, near higher-density, reasonably-priced housing
- Consider developing a business park like Legacy Park in Plano ... EDS, Frito-Lay, JC Penney
- Attracting industry has been described as a "Catch-22" or "chicken / egg" dilemma ... when one considers the relationships between *Workers*, *Housing*, *Facilities* and *Infrastructure* ... you can't get one without the others
- Consider zoning for the worst case use for long term flexibility ... err on making extra industrial zones; that way, if housing moves in, they know what they're getting into, very difficult to expand industrial into residential zones
- Existing single family housing expects to be buffered from industry
- Consider attracting small businesses and light industry ... until we're very large, we may not be able to attract large businesses
- Consider a customer-oriented approach to attracting industries... welcome newcomers

#### 5.1.4 Physical Development

##### Development

- Consider future development corridors toward the east .. The areas to the west are in the Lake Travis Watershed which will limit development ... Leander limits development to the north and Austin to the south.
- Difficult to build on the far west side of town due to environmental and lake issues

##### Downtown or Town Center Ideas

- To have a downtown that is alive 20-30 years from now
- Consider developing a downtown... library, town hall, shopping ... to give Cedar Park an identity
- Consider providing a central location for special events such as ... parades, graduations, etc. ... in a neutral location; not in one specific neighborhood
- Potential components of a town center: municipal buildings, public services, city offices, county offices ... restaurants, shops, library, fountains, open spaces, a duck pond, pedestrian friendly, easy parking, professional offices, outdoor amphitheater, gazebo, economic services (banks, title companies), library, outdoor mall, train depot, hotels
- Consider having a unique downtown organization ... coffee shops, small town cafes, continuity in storefronts
- Consider ways to tie together Windsor and Quest ... e.g. street design, landscaping, pedestrian bridge, etc.
- Consider developing design guidelines for the downtown district
- Consider developing a retreat center near Lake Travis
- Consider having a place for hotels and conference centers
- Consider a Texas hill country theme for the downtown/town center ... eat, play, gather, make it a destination

##### Utilities

- SW Bell already has backbone fiber optics throughout Cedar Park to provide a variety of communications ... "relatively unlimited capacity"
- Telephone company land use ... central office is in Jollyville, major backbone runs along US 183, operate in the public ROW; some easements, don't foresee needing another central office in Cedar Park
- P.E.C. ... most area substations are "pretty loaded" now, currently planning 2 new substations, to be built this year ... one on Nameless Road near FM 1431 (to reduce load on Leander and Whitestone substations), one on RM 620 & The Park (to reduce load on Balcones and Buttercup substation).
- P.E.C. land uses ... for the east side (ETJ) probably need ~25 acres in 5 acre chunks with 20' easements connecting them all for overhead lines (prefer to be on private property).
- Substations are unsightly ... be sure to locate them carefully
- Substations should have: As much buffer around as possible, access for transmission lines, a location near a major road, must be under transmission lines, not near a rock quarry
- There are no main distribution lines (between the substations) underground just because it's expensive ... \$10/LF to bury a power line (trench, conduit, labor, etc.), can be underground "downstream" from the substation
- Gas ... 50'x50' "substation" along the main distribution ... Buttercup, Forrest Oaks, Carriage Hills area, Parmer Lane, and north of Brushy Creek ... may need 3-5 more on the east side of town

##### Local Developers' Comments

- Cedar Park has a good reputation for working cooperatively with developers while also making them "toe the line" ("you benefit, you should pay. You benefit partially, you should pay partially")
- For growth to occur, developers need cooperation and flexibility need timely turn-around and reasonable

restrictions.

- What people like about Cedar Park: low tax rates, sense of community, pride of community, small town atmosphere, good schools, city and chamber work well together, city is cooperative with others in the region, proximity to Lake Travis
- What people miss (or request): work in Cedar Park, a golf course, soccer fields, a memorable destination (now they remember US 183!), less traffic congestion
- The “daisy chain” of development ... investment in infrastructure for industry (labor force, education, and housing are also important), leads to industries moving here, which leads to office growth, which leads to hotels, etc. - the *infrastructure* is the essential first step
- Developers know that as cities grow, growth costs the city money (in infrastructure, etc.) that will have to be borne, at least partially, by new construction.
- Consider working together with the City of Cedar Park, Williamson County and TXDOT to plan far ahead (20-30 years).
- In order to attract prospective industries, consider developing the utilities right away - don't “poor-boy” it and try to grow into it gradually or the opportunities may be missed.
- Consider having some creative and visionary elements in the plan, which will create excitement and momentum for the plan ... don't make it a mundane plan, don't let it get chipped away by future council members.
- Consider being more self-contained (e.g. more industry in the community, more retail) in order to promote the community and keep tax rates low.
- Consider developing a small collection of shops associated with the steam train
- Consider developing an agreement with a nearby underutilized golf course to make it a Cedar Park course
- Consider collocating schools and parks, perhaps the school district could maintain the park land, or least help
- Don't: ... define a narrow vision ... forget about our current employers and homeowners ... make development fees so high that new housing is no longer affordable

### **Transportation and Regional Issues**

- The lack of roads is a critical bottleneck which must be fixed ASAP
- Transportation issues: light rail, US 183A, toll roads, east-west movement, and north-south movement
- There are few N-S alternatives to US 183 ... also few E-W alternatives, this causes congestion
- RM 620 is a natural dividing line ... people north of it don't like to go south and vice versa
- Consider making US 183 more visually pleasing ... possibly a boulevard with trees
- Planned US 183 extension may not be complete until 2008 - 2010 ... maybe as soon as 2003 -2004 ... 6 lane freeway + 6 lane frontage (can't imagine it ever being more than that)
- US 183A as a toll road could be complete as soon as 2003 or 2004 (at least up to just north of FM 1431) ... it's a foregone conclusion that it will exist - it just depends on timing and funding - not necessarily a toll road
- 45 / RM 620 is expected to eventually become an interstate to just west of US 183 ... this is a “pipeline” project, so it may be done in early 2000's
- Anderson Mill Road is being studied now ... potential to become 6 lane, but environmental restrictions may limit it to 4 lanes
- FM 1431 right now is only planned to be 4 lane divided, assuming limited industry and business in Cedar Park - but that projection might be too conservative if Cedar Park is successful in attracting larger industries or companies.
- Light Rail ... planned to use existing rail R.O.W. - but it would be helpful to straighten it some
- Light Rail ... consider an Express Route to Cedar Park



- Light Rail ... in preliminary engineering now, could have a service up by 2002
- Light rail station needs: auto access - park & ride, bus service, bike and pedestrian access ... existing park & ride is ~150 stations; has some room for expansion ... might consider structured parking if required
- ATS gives 15% of its funds to alternative transportation ... inter-modal transportation stations, bus, bike, and pedestrian plans
- Each station has a walking radius of about ¼ mile ... so stations are rarely closer than ½ mile apart
- Light rail maximum could handle about 2000 people/day from Cedar Park
- There will be aerial photos available soon ... 1"=1,000' ... color infrared ... "digital quarter quadrangles" ... CAPCO, LCRA sponsored ... county will also be getting a copy (1"=100' not yet ortho-corrected or digital)
- Consider "domesticating" US 183 (Bell Blvd.) in Cedar Park once US 183A is in place ... try to make it more like a Main Street, more pedestrian oriented, bicycle friendly, etc. ... but with growth, the total traffic may not decrease
- Consider providing a wider range of local transit options ... more fixed bus routes and van service ... more bike & pedestrian opportunities
- Consider creating dedicated open spaces ... e.g. natural site amenities - creeks, etc. ... environmental features, steep slope areas, etc., good pedestrian movement
- Consider coordinating with Round Rock and other surrounding communities in locating industries
- Consider limiting access along FM 1431 ... likely to become a major east-west arterial ... have developers provide interior roads ... limit curb cuts
- Consider focusing development around the rail station (*Response: in the past year, properties surrounding the rail station have been developed, and more projects are planned*)
- Consider developing a hub for inter-modal transportation
- Consider locating higher density development near the rail station ... residential, commercial, retail - perhaps within a ¼ mile or so
- Consider joint parking lot usage ... commuter rail parking weekdays, steam train visitor parking on weekends
- When locating industries, keep freight traffic heading to an interstate away from residential areas
- Consider encouraging eco-tourism to the area ... existing sanctuary/refuge ... people come from all over the world to see our wildlife - these people generally have disposable income
- Consider having bus service connecting the neighborhoods, town center, train station, etc.
- Consider having a comprehensive transportation system with alternatives to driving a car
- Consider having a shuttle system

#### 5.1.5 The Community

##### Housing

- Consider a wider range of housing ... for executives, multi-family, low income ... mostly middle-range now
- Consider no more than 10% of housing as multi-family ... during recessions, multi-family tends to decline the fastest
- Consider tight controls on potentially offensive or incompatible land uses ... to balance competing needs
- Consider a retirement village

##### Education

- Schools are the backbone of the community today
- Leander I.S.D. is known for being one of the best run school districts in the state

- Leander's student population has doubled in the last 10 years ... about 10,000 students now
- A \$79 Million Bond Issue was recently approved for Leander I.S.D.
- The "Robin Hood Plan": as property values go up relative to the number of students, State funding decreases, requiring local taxes to raise and make up the difference.
- Reasonably priced multi-family housing could increase enrollment at Austin Community College

### **Religious Organizations**

- People come the Cedar Park for the strong community values ... good work ethic, high moral standards
- Consider shared use of parking lots with businesses ... these uses typically have alternate peak times
- Consider locations on major arteries with good visibility and access ... Religious sites no longer need to be in the middle of neighborhoods.
- Consider clustering religious structures together ... these organizations are working together more ... there are some real advantages and opportunities.
- The "religious buildings of tomorrow": foresee more "Mega-structures" ... larger, more activities, schools, daycare, senior citizen activities.

## **5.1.6 City Services, Departments and Board Comments**

### **Planning**

- Consider acquiring contiguous parcels of land to collocate parks, schools, fire stations, and other support services
- Tie city planning efforts to economic development
- How do we show that improvements to developments can increase their value and desirability? ... landscape ordinance, a tree ordinance, protected flood plains and drainage-ways.
- Consider special guidelines for "town center" areas and Bell Blvd. (US 183) ... lighting, landscaping, medians ... create pedestrian oriented environments.
- Preserve and develop greenbelts throughout the City ... connect developments ... preserve natural drainage and views.

### **Planning & Zoning**

- Big P&Z issues: traffic is "choking" the city ... real estate is down ... no through streets ... 3 major PUDs, plus another coming ... which is good, because it allows us to plan ahead
- "NIMBY" attitude restricts flexibility ... (NIMBY = Not In My Backyard)
- If we don't make the city more well rounded (restaurants, shopping, businesses, etc.) there is a fear that people will move away and hurt the economy
- Cedar Park is comprised of many isolated developments that are not connected
- Consider connecting the neighborhoods to reduce traffic on US 183 ... emergency vehicles, pedestrians and bikes have problems today.
- Consider avoiding very heavy industries ... the infrastructure requirements are too extreme

### **City Finances**

- Today, a significant portion of city revenues come from the utility fund and building permits, both of which could end any time.
- Retail sales tax provides about one-third of city revenue ... versus half in other cities.
- To keep property taxes low, an increase would be required in retail sales tax volumes and in industrial property tax revenues
- Today, building permit fees are not going toward infrastructure and new construction but to the general

operating fund ... this will change once new construction slows.

- It is generally recognized that Cedar Park cannot maintain its low tax rate given all of the growth. There is a growing backlog of infrastructure and maintenance needs.

### **Public Works**

- One-third of the roads haven't had maintenance in over 10 years, one-third of the roads haven't had maintenance in over 6 years, and the other third of the roads haven't had maintenance in over 3 years.
- Consider the use of re-claimed water (for irrigation, etc.)
- Regional plans for water have been discussed and have been initiated.
- A long range utility plan is in the draft stage ... it should be evaluated and updated annually to respond to actual growth

### **Police Department**

- Draft Mission Statement:  
"As the primary law enforcement agency, the Police Department serves as a key element in the quality of life in Cedar Park, providing a safe environment for public interaction; serving the citizens through trust, harmony, continued participation in community education; and in the enforcement of local, state, and federal laws."
- 10 year master plan summary  
Phase I: Interim solutions to current space problems  
Phase II: Needs assessment and master development plan  
A/E Design fees  
Phase III: Land acquisition  
Phase IV: Construction and equipment

### **Fire Department**

- 2 existing stations with a 3<sup>rd</sup> station planned and approved by voters.
- A 10-year plan was developed and completed for the Fire Department.
- Critical adjacencies for fire protection are with industrial complexes and multi-family residential ... where higher incidents of fire occur. Limited access highways are barriers to good response times.
- Provide access for north-south and east-west responses.

### **Parks Department**

- To determine the appropriate park standards, park sizes and their distribution.
- To have public lands and parks play a significant role in the community ... as in Barton Springs or Zilker Park
- Today: not enough park activities for small children, adults and senior citizens.
- We are not acquiring large enough tracts to develop a significant park system ... pocket parks don't satisfy all the needs.
- To remain developer-friendly, but consider a more aggressive parks ordinance ... larger concentrations of parks
- Address park issues beyond the needs of single-family residential ... multi-family, commercial, office, visitors, tourists
- 40%-50% of parks usage is non-resident ... Cedar Park is supporting some of the needs of surrounding MUDs, cities and communities.
- Consider acquiring contiguous parcels of land to collocate parks with other city facilities ... this may make it easier to acquire park land.

- Consider linking all public lands together

### **Parks and Recreation Board**

- Currently have many small pocket parks or mini-parks (less than 1 acre) ... they're expensive to maintain
- We have a lot of undeveloped park land ... possibly more than the national average
- The park ordinance needs to be rewritten ... encourages pocket parks, difficult to enforce ... but developers may resist changes ... last amended late 80's.
- Consider having more ... medium size (3-8 acre) parks - e.g. per neighborhood, like Milburn without the pool ... large recreation parks ... large open areas, pool, tennis courts, basketball courts, softball fields
- Consider having two staffed recreation centers ... pool, skating rink, baseball complex, roller-blade, skateboarding, etc.
- Consider having one central park to give everyone a place to gather
- Consider having neighborhood parks to build community at a neighborhood scale (but not the Pocket Parks)... amenities for people of all ages ... picnic tables, sports, etc.
- Consider an extensive hike and bike trail system ... e.g. on all the major creeks, all interconnected, so you can get somewhere ... part of the overall transportation system
- Consider having hike and bike trails or at least bike lanes connecting all the neighborhoods
- Consider building on the existing greenbelt system
- Consider planning retention areas so they can be used as open land (unimproved) parks ... not too steep, handicapped accessible, if possible
- Consider having more parks like Zilker Park in Austin ... recreation: baseball, football, soccer, baseball, etc. ... picnic areas, natural waterways

### **Library**

- The current expansion plan could support a population of 55,000 ... the plan proposes: an additional 19,000 s.f., and 2.5 acres for the entire site ... incorporates the old schoolhouse.
- A branch library may be considered after Cedar Park grows beyond 70,000 population ... possibly located near ACC, the high school and the middle school.

### **Building Inspection**

- January 1997 experienced a rise in building permit fee revenues (~\$149,000)
- Inspection has close coordination with Planning Dept., Public Works, Water Dept., and Fire Dept.
- Currently 11 staff members located at City Hall

## 5.2 DESIGN AND IMAGE IDEAS

### Introduction

As Cedar Park continues its rapid growth, the pastoral environment in which it is located is being developed at a rapid pace. One way to help foster a cohesive town image is to help guide individual developers, businesses and land owners in building future projects with a unified set of standards.

#### 5.2.1 Plan Components

The systems listed below combine to form the "public spaces" of Cedar Park. Vehicular and pedestrian movement occurs in these spaces, which provide the overall community image. The quality of a community is most often experienced from these spaces, making the circulation and open space areas critical in creating a positive town image. A comprehensive approach to the design of public areas and roadway setbacks can result in the visual unity and functional integrity of these elements in Cedar Park. It is through the careful design and implementation of the circulation and open space system that the City's visual framework is best established. These ideas are offered in response to input, comments, and guidance from landowners, citizens, and the staff of Cedar Park.



**This section is organized according to the following outline:**

#### 5.2.2 VEHICULAR CIRCULATION SYSTEM

- A. Landscape Development
- B. Signs and Lighting

#### 5.2.3 PEDESTRIAN CIRCULATION SYSTEM

- A. Landscape Development
- B. Signs and Lighting

#### 5.2.4 LANDSCAPE SYSTEM

#### 5.2.5. SIGNS AND LIGHTING SYSTEMS

#### 5.2.6 SITE DEVELOPMENT GUIDELINES

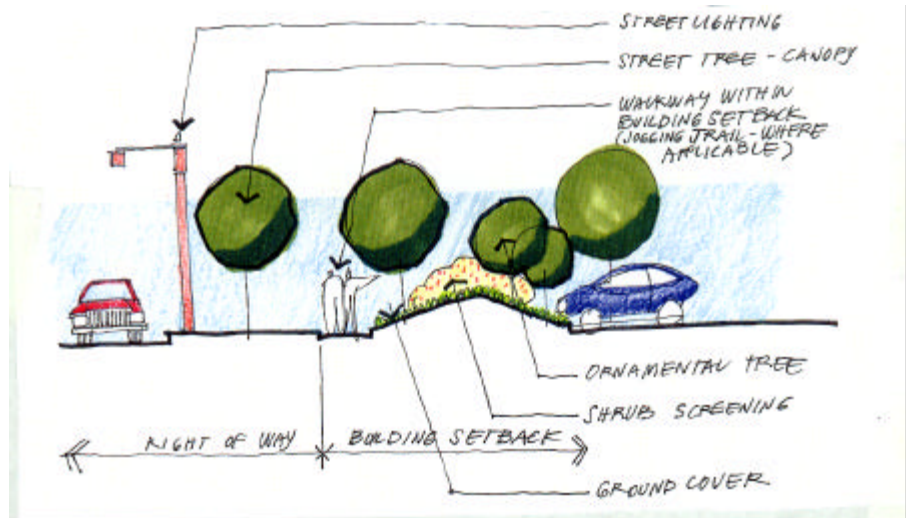
- A. Setbacks and Greenways
- B. Parking and Arrival
- C. Transition Spaces

## 5.2.2 Vehicular Circulation System

The circulation system for Cedar Park is comprised of a proposed new freeway, major and minor arterial roadways, and their related right-of-ways (R.O.W.s). Aside from the actual road construction of these routes, the landscape, signs, lighting, and the way in which these roadways interface with private developments is of key interest to Cedar Park. These elements combine to make Cedar Park's roadway system an understandable sequence and directional system that enhances the overall image of the City as well as that of each individual parcel. When treated as a cohesive image statement, the circulation system will establish and maintain visual and spatial continuity throughout Cedar Park, a goal that was established by the citizens.

### A. Landscape Development

US 183 and FM1431 are the primary entrances to Cedar Park, thereby offering an opportunity to announce the image of the City to the incoming flow of traffic as they enter from all four cardinal directions: north, south, east and west. Cedar Park could develop an identifiable standard, which would announce the City limits at locations near each of these major entries to the City. These "gateways" introduce the character of Cedar Park and set a logic that should be followed through all subsequent levels of roadways. Special zoning for these gateways should be considered to encourage uses that would give arriving motorists a good first impression of Cedar Park.



The proposed 183A freeway is a limited access road, whose entries should be emphasized with a strong landscape statement. Landscape development should consider the speed at which traffic will be entering and exiting at these points and therefore should be more bold than timid. The freeway itself should be landscaped in ways to optimize views to the beautiful nature that surrounds Cedar Park. A "No Billboard" ordinance should be continued to preserve the views of nature as well as increase safety on this high-speed road.

The major arterials should be considered the main image-makers of Cedar Park. With that in mind, consider introducing berms in the land alongside these roads to screen parking lots and other land uses. A strong, linear street-tree planting scheme should be developed; consider choosing one type of tree that would become the "Cedar Park" tree. Accent areas along these roads could be developed with informal massing of ornamental trees and wild flowers to add visual interest and color in special areas. A license agreement with adjacent property owners could be a way to ensure continued maintenance of some right-of-ways.

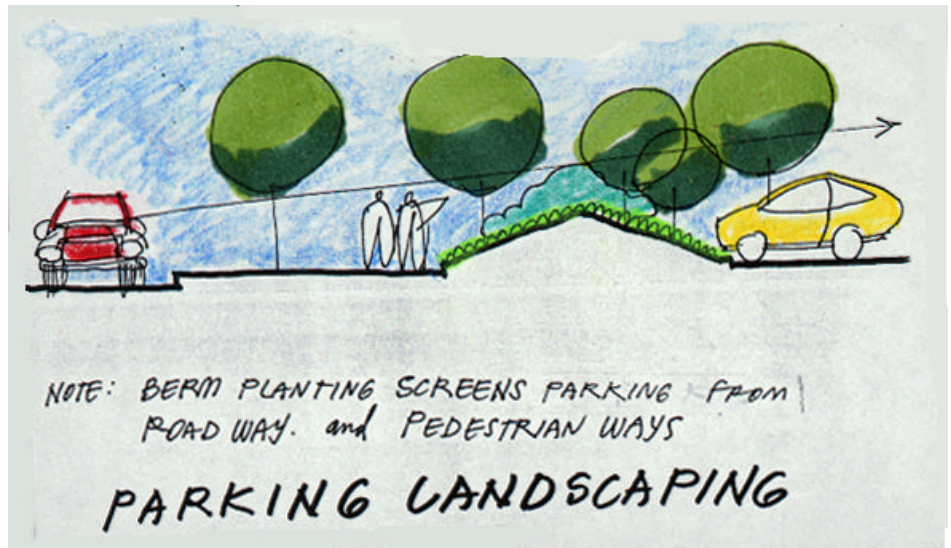
Street trees should be used for canopy and spatial definition with smaller trees for accent and color. All trees should be arranged to comply with roadway setback planting guidelines to provide a comprehensive street-scape image. Turf is planted for low maintenance and visibility.



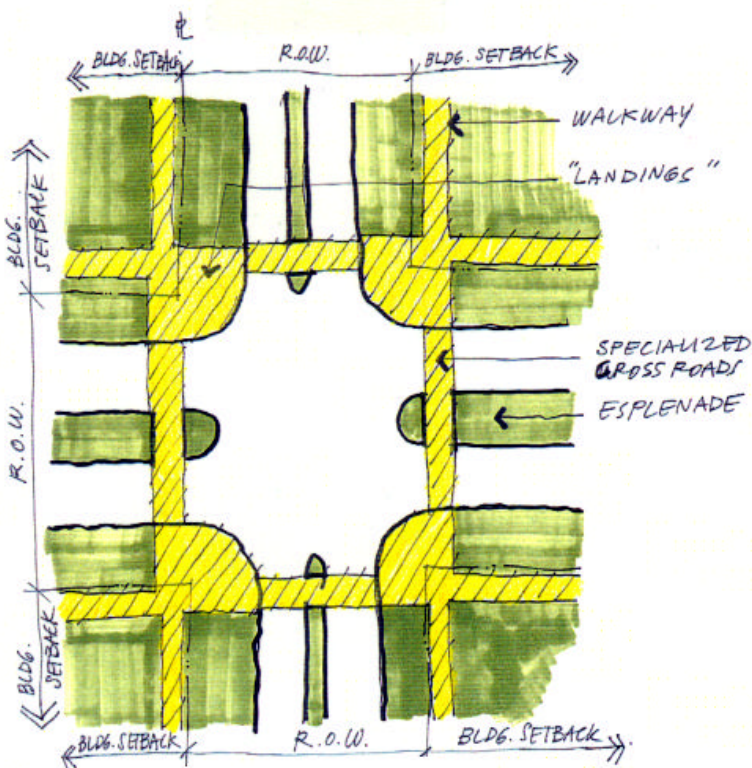
Walks should be located within the building setbacks with "landings" at crosswalks within the R.O.W. Crosswalks at significant intersections should be treated with a distinctive paving pattern to signify pedestrian use.

Where roadway widths allow, consider the development of esplanades with "Cedar Park" street trees. Medians should be planted in a more formal arrangement to accentuate a boulevard effect, utilizing shrubbery, ground covers, annuals and paving.

Primary entrances could have more elaborate design schemes, emphasizing detail and introducing materials to be repeated throughout the City. Landscapes of secondary roadways should be scaled according to "importance" in order to establish a sense of spatial hierarchy within the City. Annual plantings are encouraged to complement roadway signs.



## B. Signs and Lighting



The right-of-ways are used primarily for directional and regulatory signs, such as crosswalk identification. The purpose of these signs is to clarify circulation with well-placed, legible signs, easily seen by motorists. Median signs are recommended for "area identity" where appropriate. Materials and style could be consistent with a Downtown theme.

Lighting is essential to define and unify the roadways, and to enhance the street-scape areas. Streetlights are placed to accentuate intersections and crosswalks as needed, with additional lights placed at intervals of approximately 150 feet, or another preferred standard. All light standards should be uniform and consistent with the design theme.

Directional signs and lighting introduces Cedar Park and can set the character for the entire City at night. While signs and lighting must perform according to legal and safety standards, they should also perform on an aesthetic level. Consistent design standards for signs and lighting throughout the City should be established and recommended at all "gateways", thoroughfares, and major intersections. Quality materials and consistent graphic

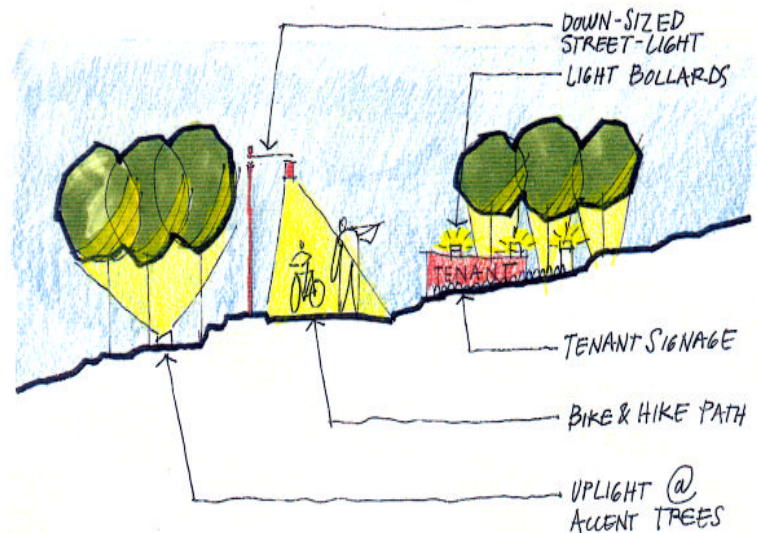
standards that exemplify the special qualities of Cedar Park should be considered.

A hierarchy of light standards should be set, creating a family of light standard sizes. The up-lighting of foreground landscaping could add dimension to the overall lighting scheme, and could be introduced to the gateway system. Entry signs and directional signs should also be lighted. Accent lighting at roadway entrances could contrast with the ambient street-scape lighting throughout the City. Restrictions on portable and temporary signs are recommended.

### 5.2.3 Pedestrian Circulation System

A pedestrian and open space system should be established in order to achieve Cedar Park's goal of becoming a pedestrian friendly environment. In order to accomplish this in Cedar Park, the creation of a network of pathways within dedicated park land, common areas, roadway setbacks, and transition spaces between should be established. A major organizing component of the pedestrian circulation should be a hike and bike system that ties the pedestrian experience to Cedar Park's open space and park system. Convenient access and pleasant surroundings would create an enjoyable environment for all users of the pedestrian system.

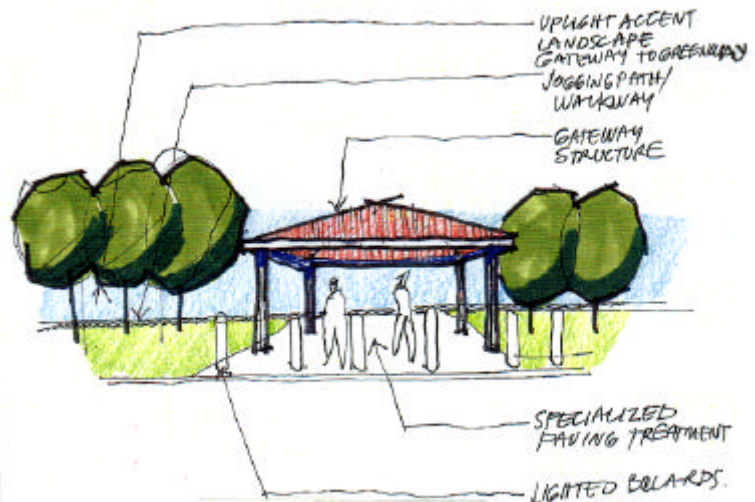
Cedar Park's natural drainage-way system could be utilized for pedestrian ways, thus creating an open space system that, in the future, could link Cedar Park's entire park and open space system to a regional network.



#### A. Landscape Development

The pedestrian system begins within the street-scape and is a combination of dedicated right-of-ways and roadway setbacks. Pedestrian walks within the setbacks are uniform in material and detail. Large trees are selected for overhead canopy to complement the R.O.W. planting. Under-story planting should be designed for screening between adjacent streets and site development.

Establish "gateways" to Cedar Park's hike and bike trail entrances that connect to the street-scape. Pedestrian system planting could include shade for seating areas, open turf for recreation, and informal massing to buffer edges and provide accent as space allows. Amenities should include seating, shade structures, and trash receptacles as needed for user comfort and should be of a consistent design to provide unity throughout the network.



#### B. Signage and Lighting

Facility and address signs should be located along the pedestrian system as necessary to mark entries to neighborhoods or community facilities. All park identification and regulatory signs should be of materials and details consistent with Cedar Park signage theme.

Lighting emphasizes security and safety during evening use. Heavy use areas and gathering spaces should be well lit to unify the City image. Accent lighting can include spot lighting on major trees and bollard-sized lighting for low level illumination.



### 5.2.4 Landscape System Example

The proper selection of plant material is an essential component of the overall landscape development for Cedar Park. The following is a Landscape System Example that Cedar Park can use as a guide for developing its own. In the following example, plant species are allocated according to performance within the following broadly defined design situations:

#### ☐ LARGE SCALE BUFFERING / PARKLAND

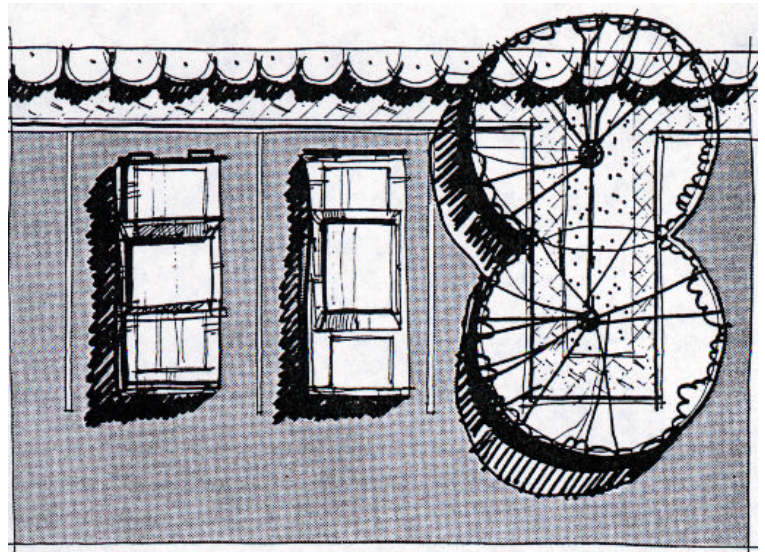
These areas should combine new planting that is visually compatible with the existing landscape and require less care to maintain. Emphasis should be on durability and growth rate.

#### ☐ ROADWAY SETBACK/SCREENING

These areas should create visual appeal and vertical mass to provide definition and screening over large distances, and setting for site development. Emphasis should be on scale at maturity and lasting performance.

#### ☐ BUILDING/PARKING/TRANSITION SPACES

These areas should create interest and atmosphere to enhance the image established by surrounding architectural and hard-scape elements. Emphasis should be on inherent design attributes such as form, foliage and color.



Within these design situations, plant species may be divided into categories, which represent their overall physical qualities. A combination of the following four categories will provide a comprehensive palette of plants for each design situation:

#### **A. CANOPY/SHADE TREE (over 20')**

These function as massive elements which provide unification of larger spaces and context for building sites. Additionally, they provide overhead enclosure for spatial definition and protection from sun and rain.

#### **B. ORNAMENTAL/FLOWERING TREE (8' - 20')**

These provide screening and accent elements to further define spaces and create focal points.

#### **C. SHRUB/VINE (2'-8')**

These provide texture and mass to help integrate the overall planting scheme. The size is ideal for defining the pedestrian system and enhancing visual appeal at eye level.

#### **D. GROUNDCOVERS / TURF (under 2')**

These provide texture and color over larger areas and can also function as effective erosion control when properly installed. Generally, groundcovers are used for detail and turf is used in larger scale situations.

## PLANT LIST EXAMPLE

<u>Design Situation</u>			<u>Scientific Name</u>	<u>Common Name</u>
1	2	3		
<b>A. CANOPY/SHADE TREES</b>				
-	-	-	<i>Carya illinoensis</i>	Pecan
-	-	-	<i>Quercus Shumardi</i>	Bur Oak ( and other white oaks)
-	-	-	<i>Taxodium species</i>	Bald Cypress
-	-	-	<i>Taxodium species</i>	Montezuma Cypress
-	-	-	<i>Quercus shumardi</i>	Shumard Red Oak
-	-	-	<i>Querus virginiana</i>	Live Oak
-	-	-	<i>Pistacia chenenesis</i>	Chinese Pistache
-	-	-	<i>Ulmus crassifolia</i>	Cedar Elm
<b>B. ORNAMENTAL/FLOWERING TREES</b>				
-	-	-	<i>Cercis canadensis texana</i>	Texas Redbud
-	-	-	<i>Chilopsis linearis</i>	Desert Willow
-	-	-	<i>Diospyros texana</i>	Texas Persimmon
-	-	-	<i>Eriobotrya japonica</i>	Loquat
-	-	-	<i>Ilex decidua</i>	Possumhaw Holly
-	-	-	<i>Ilex vomitoris</i>	Yaupon Holly
-	-	-	<i>Lagerstroemia indica</i>	Crape Myrtle
-	-	-	<i>Ligustrum lucidum</i>	Japanese Ligustrum
-	-	-	<i>Prunus mexicana</i>	Mexican Plum
-	-	-	<i>Pyrus calleryana 'Bradford'</i>	Bradford Pear
-	-	-	<i>Rhus lanceolata</i>	Flame Leaf Sumac
-	-	-	<i>Sapium sabiferum</i>	Chinese Tallow
-	-	-	<i>Sophora secundiflora</i>	Mountain Laurel
-	-	-	<i>Vitex agnus-castus</i>	Chaste Tree
-	-	-	<i>Pinus elderica</i>	Elderica Pine (Afgan)
<b>C. SHRUBS / VINES</b>				
-	-	-	<i>Abelela grandiflora</i>	Abelia
-	-	-	<i>Calicarpa ainericana</i>	American Beautyberry
-	-	-	<i>Chaenomeles speciosa</i>	Flowering Quince
-	-	-	<i>Cordateria selloana</i>	Pampas Grass
-	-	-	<i>Eleagnus macrophylla</i>	Silverberry
-	-	-	<i>Gelsemium sempervirens</i>	Carolina jessamine
-	-	-	<i>Hesperaloe parviflora</i>	Red Yucca
-	-	-	<i>jasminum floridum</i>	Florida jasmine
-	-	-	<i>Ilex vomitoria "nana"</i>	Dwarf Yaupon Holly
-	-	-	<i>Lantana horrida</i>	Texas Lantana
-	-	-	<i>Leucophyllum frutescens</i>	Texas Sage
-	-	-	<i>Mahonia trifoliata</i>	Agarita
-	-	-	<i>Nandina domestica</i>	Nandina (all varieties)
-	-	-	<i>Nerium oleander</i>	Oleander (limited - poisonous)
-	-	-	<i>Ilex sp.</i>	Hollies (most varieties)
-	-	-	<i>Myrica pulilla</i>	Dwarf Wax Myrtle
-	-	-	<i>Rhus virens</i>	Evergreen Sumac
-	-	-	<i>Raphiolepis indica</i>	Indian Hawthorne
-	-	-	<i>Viburnum sp.</i>	Viburnum (all varieties)
-	-	-	<i>Trachelospernum Jasminoides</i>	Confederate Star Jasmine
-	-	-	<i>Ugnadia speciosa</i>	Mexican Buckeye
-	-	-	<i>Jasminum humile</i>	Italian Jasmine
<b>D. GROUND COVER/TURF</b>				
-	-	-	<i>Vinca Major</i>	Trailing Vinca (periwinkle)
-	-	-	<i>Ajuga reptans</i>	Ajuga (Carpet Bugle)
-	-	-	<i>Liriope muscari</i>	Liriope
-	-	-	<i>Lonicera sempervirens</i>	Coral Honeysuckle
-	-	-	<i>Ophiopogon japonicus</i>	Mondo Grass
-	-	-	<i>Hedera helix</i>	English Ivy
-	-	-	<i>Cyrtomium falcatum</i>	Holly Fern
-	-	-	<i>Rosmarinus officinalis</i>	Trailing Rosemary
-	-	-	<i>Salvia greggii</i>	Cherry Sage
-	-	-	<i>Salvia farinaceae</i>	Mealy Sage
-	-	-	<i>Santolina spp.</i>	Santolina (grey and green)
-	-	-	<i>Trychiospermum asiaticum</i>	Asian Star Jasmine
-	-	-	<i>Verbena spp.</i>	Verbena

## B. Site Preparation

It is suggested that Cedar Park adopt an initial site preparation ordinance. The following is a list of suggested inclusions in such an ordinance:

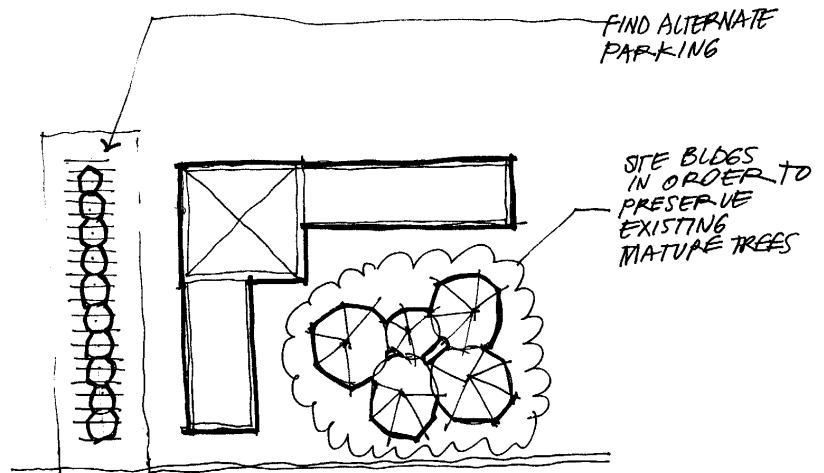
- Surveying
- Clearing
- Rough grading
- Utility construction



## C. Parking and Arrival

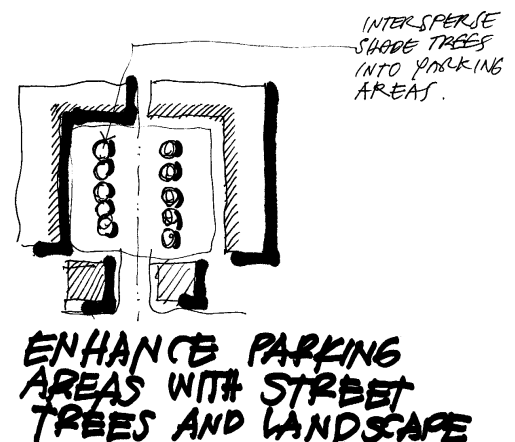
Careful treatment of these areas can provide convenient access to buildings and enhance the initial impression of each development. Arrival and parking areas should function as a transition zone between buildings and the overall circulation system.

Layout required to provide paved off-street parking for visitors and employees. Vehicular and pedestrian conflicts should be minimized by separating high volume traffic from walking areas. Drop off points are encouraged for larger buildings and building clusters, and should be well identified for easy use. Large contiguous parking areas should be avoided or located behind buildings



### Landscape

Earthen mounds and planting should be used to screen parking areas from the street and adjacent buildings. Trees should be placed to maximize shade, using smaller trees for accent and color. Planted islands of landscape are encouraged to break up the monotony of the parking field and to shade the parking spaces.

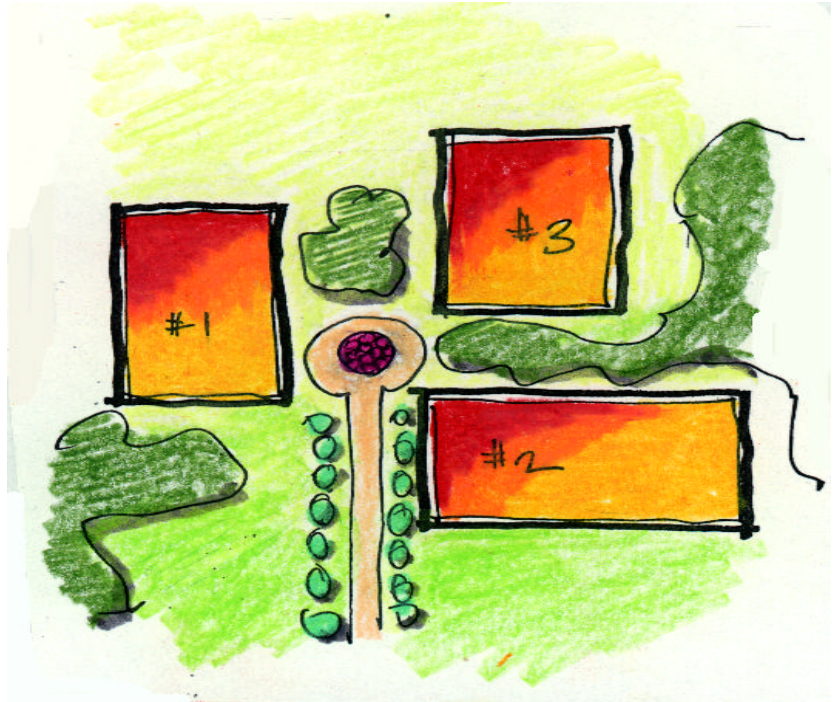


## D. Transition Spaces

Transition spaces between buildings and around parking areas allow opportunities for walks, courtyards, and plazas. These elements, when developed as a network, provide the necessary integration of buildings with site and pedestrian circulation.

### Enclosure

Careful consideration should be given to the scale relationship between transition spaces and surrounding structural elements, in order to visually complement architecture and ensure user appeal. A variety of sizes and settings can enhance the pedestrian experience and create a park-like atmosphere. Transition spaces should be designed in terms of visual exposure, access, and micro climate to realize optimum benefit.



### Landscape

Design emphasis must be placed on visual appeal and user comfort. Landscaped areas should be used to adjust the vertical screening between transition spaces and the immediate surroundings. Hardscape elements should include aspects of the architectural design, with attention to detail. Planting schemes should provide appropriate shade areas and ornamental planting around edges. Attractive furniture for seating and eating, and trash disposal is essential to encourage use by visitors and tenants.

### Signage and Lighting

Signage should be used to facilitate the function of transition spaces by identifying facilities and circulation. Design should be consistent in style and color and should relate to the overall pedestrian system signage wherever possible.

Lighting schemes should emphasize security and create atmosphere. Down-scaled street lights should be used in larger paved areas, consistent with Cedar Park motif. Garden bollards are appropriate for walk and planting illumination. Source lighting should be used to highlight trees and feature elements as needed.

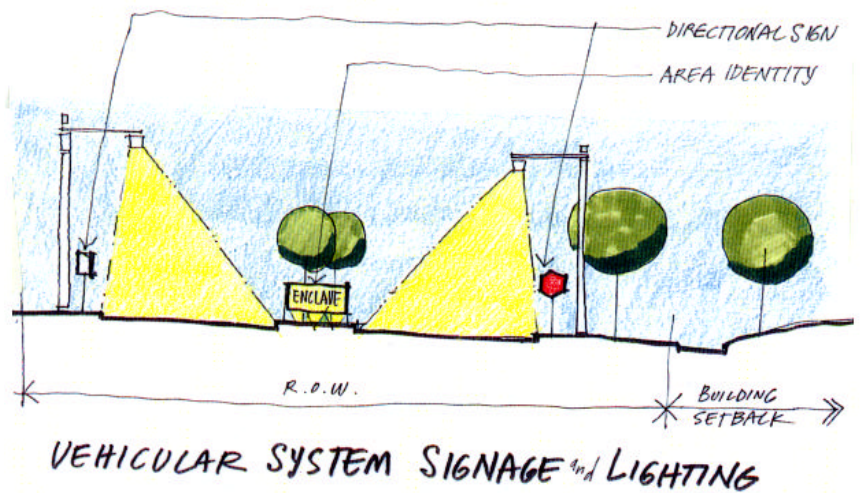


### 5.2.5 Signage and Lighting System

Consider coordinating the consistency of all signage and lighting for Cedar Park, in order to maintain a unified community image. Signage and lighting should be conceived of as a "family" of related components that together establish a style and character for the community.

All signage guidelines should address location, placement, size, material, color, illumination, and typographic design.

Community lighting fixtures should be installed and should provide a sense of safety and security throughout the City. Spill-over onto adjacent properties must be avoided and should be prohibited where adjacent property is single family residential. Wherever possible Cedar Park should consider the installation of underground electrical and telephone lines.



## 5.3 DOWNTOWN RESOLUTION

### **Cedar Park Vision**

#### **A Downtown Partnership Plan**

A Resolution adopting a framework plan for downtown; providing a Town Center that is a gathering place for the community; providing for the creation of public/private partnerships which will implement the vision; and providing for the related subject matter hereunder.

Whereas,

The City of Cedar Park is committed to building a community with a comprehensive plan and clear vision of greatness; and

Whereas,

The City of Cedar Park recognizes the need for an area of Town to be identifiable as the heart of the community; and

Whereas,

The City of Cedar Park desires to promote and accommodate civic interaction through well conceived public gatherings spaces; and

Whereas,

The City of Cedar Park desires to promote a small town feeling where it's citizens are encouraged to live, work, recreate and shop both day and night; and

Whereas,

The City of Cedar Park is committed to the creation of significant civic buildings, distinguished in their appearance, to promote an image of permanence; and

Whereas,

The City of Cedar Park desires to encourage mixed use development in its downtown encompassing residential, commercial, civic and institutional uses; and

Whereas,

The City of Cedar Park desires to incorporate land efficient development techniques such as shared parking, multi-modal, interconnected street systems and vertical integration of uses; and

Whereas,

The City of Cedar Park is committed to mitigating the negative effects of high speed through traffic on FM 1431; and

Whereas,

The City of Cedar Park hopes to develop a pleasant walking environment and avoid single purpose automobile trips thereby minimizing traffic congestion; and

Whereas,

The City of Cedar Park wishes to stimulate private sector development through prudent expenditures on appropriate public infrastructure.

We, the City Council of the City of Cedar Park

Therefore Resolve to,

Create a downtown district in which incentives will be adopted to accomplish the goals established above; and

Create new Town Center for the Downtown District enabling the public/private partnerships to act effectively and expeditiously; and

Create an interim committee whose purpose it is to address projects currently being permitted on the district, and

Create a task force to investigate the formation of a development entity empowered to shepherd the long range implementation of the framework plan.

## 5.4 THE WORK PROGRAM

The following is the original approach or work program as developed by the planning consultants and the City of Cedar Park planning staff.

### **Description**

The team provided a work program to the City soon after the contract was executed. The work program proposed a detailed outline of the organization of the planning process, the identification of tasks to perform, the time frame for each task, as well as the overall program, and a schedule of meetings with City officials, staff, and the public. The work program was revised and further negotiated, and approved by City staff.

## 5.4.2 DATA REVIEW & EXISTING CONDITIONS

### **Description**

The team reviewed existing plans, studies and policy documents which affected the Comprehensive Planning including, but not limited to, information from the City, school districts, utility districts, surrounding jurisdictions and counties, regional transportation organizations, the State of Texas, economic development agencies, and other information identified by the City. This review was summarized and prepared in a manner that described the existing conditions necessary for the production of the Comprehensive Plan.

### **Process**

The intent of Step 2.0, Data Review and Existing Conditions was to collect and document the salient information that shaped the Comprehensive Plan.

### **Base Mapping**

**During the existing conditions portion of the study, the Consultant enhanced and augmented the existing base map of the study area.**

Features documented during base mapping included:

- |  |  |
|--|--|
| a. Major drainage patterns                   | g. Park and recreation areas                       |
| b. Major water bodies                        | h. Residential developments                        |
| c. Highway right-of-ways                     | i. City limits and extra-territorial jurisdictions |
| d. Block lines for platted residential areas | j. Water and sewer treatment facilities            |
| e. Major utility easements                   | k. Other significant features                      |
| f. Railway right-of-ways                     |  |

### **Project Data Base**

In addition to the mapping exercise, the team built the project data base that formed the basis of the Comprehensive Plan. The primary source of that information was derived from the existing plans, reports, inventories, condition assessments and recommendations that existed for the City of Cedar Park and the ETJ. The City of Cedar Park and its Planning Department was an important resource for this information. Information not available from the Planning Department came from state, regional and other local agencies and offices.

**Data required to build this resource included:**

- |  |  |
|--|--|
| a. Subdivision regulations                     | k. Capital improvement programs          |
| b. Zoning ordinances                           | l. Regional drainage studies             |
| c. Economic development and/or tourism studies | m. Flood hazard improvement studies      |
| d. Parks and recreation programs               | n. Wastewater treatment studies          |
| e. Business development programs               | o. Water distribution and supply studies |
| f. Transportation studies                      | p. Housing and Land Use studies          |
| g. Traffic counts                              | q. Demographic analysis                  |
| h. Thoroughfare studies                        | r. Community facilities                  |
| i. Route 183-A studies                         | s. Long-range education plans            |
| j. Proposed utility improvements               | t. Other studies affecting the project   |



### 5.4.3 PLANNING INFLUENCE ANALYSIS

#### Description

The team identified the characteristics of the study area and provided a determination of the elements which influenced the planning process. This task included the mapping of planning influence features, and the preparation of a market / demographic profile.

#### Process

The elements of the community that had the most significant form response to the Comprehensive Plan were those characteristics that created the sense of place for Cedar Park. Using past studies as a spring-board (such as the City Council visioning process and the Community Preparedness Program), the team documented and reviewed those influences. **During this step, Planning Influence Analysis, the community vision sessions, asset analysis and mapping exercises were tools our team used to define:**

- |                             |  |
|-----------------------------|--|
| a. What is Cedar Park?      | d. How much will we grow?                      |
| b. What do we value?        | e. How do we define our community's character? |
| c. Who are we planning for? | f. How will it work?                           |

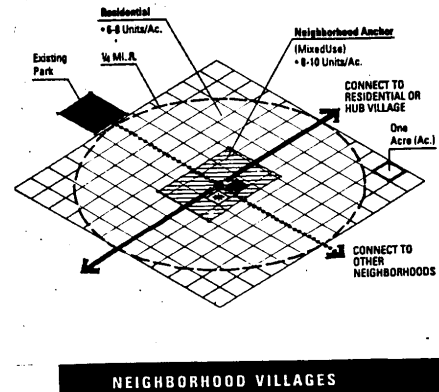
It is this effort that began to describe what makes Cedar Park unique both for today and for tomorrow. The majority of this effort was conducted in community public forums we called "vision sessions." From these sessions we created community focus groups to help document and discover the assets of Cedar Park. The social and cultural assets of the community were mapped jointly with the physical planning influences such as open space, land use and circulation.

**The team provided a baseline analysis of Cedar Park's current economic environment and prepared a market/demographic profile that examined key influences including:**

- |                            |  |
|----------------------------|--|
| a. Population              | j. Educational attainment              |
| b. Employment              | k. Educational assets                  |
| c. Manufacturing           | l. Cultural/recreational/entertainment |
| d. Major employers         | m. Utilities                           |
| e. Labor force             | n. Transportation                      |
| f. Wages and earnings      | o. Industrial sites                    |
| g. Real estate development | p. Income                              |
| h. Financial facilities    |  |

**In addition, the team provided a "snapshot" of growth in Cedar Park in relation to:**

- |                       |                        |
|-----------------------|------------------------|
| a. Industrial sites   | j. Economic capacities |
| b. Labor force issues | k. Regional influences |
| c. City capacities    | l. Commuting patterns  |



#### 5.4.4 LAND USE INVENTORY AND ANALYSIS

##### **Description**

The team mapped existing land uses in the study area. The land use pattern of the City was analyzed to identify conflicts between uses and zoning, outmoded configurations creating special problems, areas in transition, ETJ considerations, and emerging development trends.

##### **Process**

Within the project area, the planning team surveyed the land to determine its use in comparison to the recently published City Land Use Assumption Map. The current map served as the basis for identifying areas within the City's ETJ. Maps, aerial photos, and windshield surveys were utilized. Classifications of categories within the inventory matched those identified in the City of Cedar Park Land Use Map.

**This Land Use map included, at a minimum, the following:**

- a. Residential
- b. Commercial
- c. Industrial
- d. Public and Semi-public
- e. Agricultural
- f. Vacant
- g. Other land uses as determined

Information was mapped by the team to assess conflicts between current land use patterns and zoning and to analyze emerging development trends. In addition to graphically documenting the existing land uses, the team developed a quantitative analysis of the existing land uses to determine:

- a. Quantity of acreage in each land use
- b. Percentage of acreage as a portion of the total land
- c. Acres per person to a standard for comparison purposes
- d. Undeveloped or developed land as a percent of the total

The planning team, in concert with the community of Cedar Park, created objectives and criteria that were used to shape future land use patterns and illustrate the long term physical development of the City.

**Potential factors that influenced the long term land use development of the region included:**

- |                                 |                                  |
|---------------------------------|----------------------------------|
| a. Highways and roadways        | d. Physical land features        |
| b. Current land uses            | e. City and/or public facilities |
| c. Infrastructure and utilities | f. State land                    |

### 5.4.5 PROJECTIONS

#### **Description**

The team prepared a range of scenarios of population, employment, and development projections specific to the needs of the Comprehensive Planning project.

#### **Process**

During this step, the team created projections for long term economic development strategies, paying particular attention to issues such as business development, enterprise, and regional planning. **With assistance from City officials and community focus groups, we formulated Cedar Park's "Twenty-first Century Image", and determined strategies for achieving optimum growth in the following areas:**

- a. Employment
- b. Industry mix
- c. Employer recruitment
- d. Population
- e. Education
- f. Infrastructure

The team also analyzed, inventoried and incorporated (where appropriate) previous development studies and plans including those from the Texas Department of Commerce, the Regional Planning Council and other agencies. Growth factors that have currently helped to shape Cedar Park and the region were reviewed, such as:

- a. Relationships between Cedar Park and the region
- b. The physical growth of Cedar Park over time
- c. Impacts of highway corridors, especially U.S. 183

Based on the developed growth scenarios as well as analysis of population and demographics, the team prepared an inventory of social, economic, industrial, governmental and tourism elements of the area and their development potential. The inventory analyzed the number of people employed in these areas and the economic impact on the area.

#### 5.4.6 GOALS, OBJECTIVES and POLICIES

##### Description

The City has developed a number of goals, objectives and policies from previous and current municipal projects and administrative efforts. The team assembled and organized these goals, objectives and policy statements and lead discussions with the staff, city officials, and the citizens to consolidate and revise these statements for use within the Comprehensive Plan.

##### Process

An important task in the development of Cedar Park's Comprehensive Plan was the overall understanding, compilation and development of past goals, objectives and policies related to the community and their relevance in the rapidly changing region. The team of analysts are specialists in a process of distilling vast quantities of data into a manageable form. The team utilized the "problem seeking" methodology to assist Cedar Park in verifying the programmatic requirements for the project, including review of existing goals and the development of functional community programs. The process was best understood as an information framework and included the following steps: established user **goals**; collected, organized and analyzed **facts**; uncovered and tested **concepts**; determined **needs** (vs. wants); and finally, **stated the problem**.

This process covered four major categories of information: **function**, which covered people, activities and relationships; **form**, which included site, quality and environment; **economy**, which addressed initial costs and life-cycle costs; and **time**, which entailed historical aspects, present conditions and future projections. This analysis was critical for the development of a successful community plan.

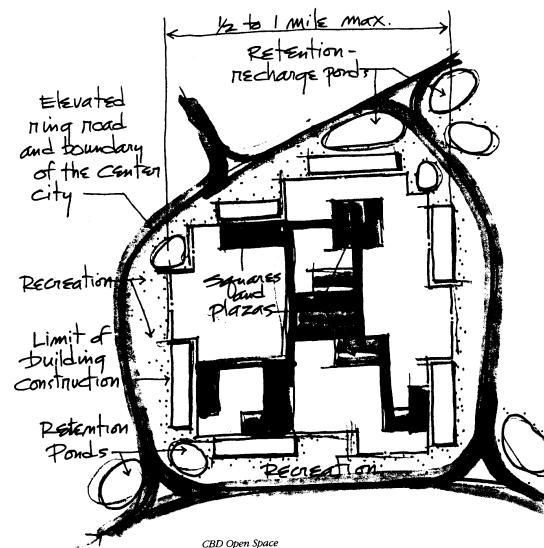
#### 5.4.7 LAND USE INTENSITY PLAN

##### Description

A land use map showing designated future land uses is included in the Comprehensive Plan. Existing zoning districts and proposed or recommended changes to the current system were evaluated and coordinated as the land use plan developed. The area included the City limits and the ETJ.

##### Process

The team created, as part of the planning process a land use intensity plan, that will be Cedar Park's road map for the community's future. The land use intensity plan, in concert with the comprehensive plan report, created the foundation from which Cedar Park will grow into the future.



Carefully coordinated with the proposed long range capital improvement programs, the land use plan for Cedar Park reflects a fiscal response to growth. The plan emphasizes the long range community form for Cedar Park and its land uses, community, facilities transportation and infrastructure; but must be supported with the goals and policies that are the true drivers of the effort.

As part of the task, the planning team created a series of development strategy plans crafted to bring about Cedar Park's future urban form and link strategy to the community's financial capacity to provide infrastructure and services. The land use plan and the "strategies" were shaped around strategic themes or issues about Cedar Park's growth, economic development, quality of life, transportation, environment and sense of community.

#### 5.4.8 CAPITAL IMPROVEMENT PLAN

##### **Description**

The team provided assistance in the city's preparation of a Capital Improvements Plan (CIP) in coordination with the development of the Comprehensive Plan. The CIP provided the framework for identifying specific improvements necessary to address the Comprehensive Plan's recommended form and development patterns for the City. The development cost recovery system (i.e. community impact fees) currently used by the City should be evaluated against the Comprehensive Plan and recommended changes should be identified and drafted in conjunction with the Comprehensive Plan.

#### 5.4.9 COMPREHENSIVE PLAN REPORT

##### **Description**

Comprehensive Plan report was prepared by the consultant after the staff, City officials and the citizens evaluated the scenarios and selected the most appropriate alternative for the City. The Comprehensive Plan contains all of the components contained in Steps 5.1 through 5.4.8 and was formatted for the purpose of community distribution and use by the City.



##### **Process**

The comprehensive plan report is the compilation of the multifaceted analysis and synthesis of the community of Cedar Park. Its purpose is to help guide the community to a wise, prudent and successful vision for the future. As one of the nation's fastest growing cities, the pressure on the community's environmental, fiscal and quality of life components is enormous. The comprehensive plan captures and reflects those values, interests and aspirations unique to Cedar Park while consciously shaping its collective future.

The plan report is both empirical as well as visionary...quantitative as well as qualitative. It is both the vision of tomorrow as well as a long range statement of public policy. The report is the overall document that will help direct growth and physical development of Cedar Park over the next ten to twenty years and beyond. The report is not static and must allow for periodic update and adjustment.

The team's visioning, planning and urban design processes were both unique and contemporary. Filled with the ideas of the community, captured, articulated and illustrated, the plan reflects the citizen's vision of Cedar Park as well as builds on the goals established early on. The plan and report, if appropriate, can be made even more community accessible via electronic media, web sites, CD ROM or other relevant venues.

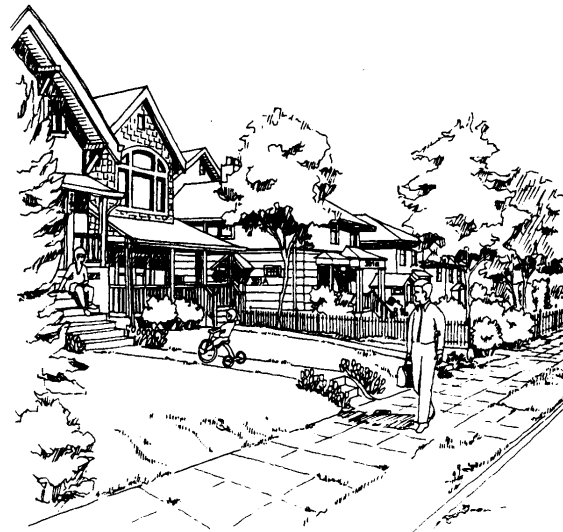
#### 5.4.10 IMPLEMENTATION RECOMMENDATIONS

##### **Description**

The team has assisted on various aspects of implementing the Comprehensive Plan, Capital Improvements Plan and changes to the current development cost recovery system. Implementation strategies, including estimated time frames, will be developed after the various elements of the plans have been approved.

##### **Process**

The planning team has, in the course of the comprehensive planning effort, created a variety of initiatives and standards to augment, amend and implement the plan. Without an implementation strategy, little can be accomplished no matter how significant the plan.



We have worked closely with the city and staff to identify those elements of the plan that require immediate action or augmentation so as to implement the plan in a logical, timely and efficient manner. Issues, items or components of the plan that require out-of-sequence decision making (based on a pending condition or to respond to the immediacy of a moment) were identified as ACT items (Accelerated Critical Track). ACT items were identified throughout the process so as to create a dynamic decision making framework for implementation. The Downtown Charrette was an early on ACT item.

Urgent business development opportunity issues of possible annexation or changes to the existing zoning land uses or policy, etc. that require resolution during the planning period were identified as Accelerated Critical Track items and were addressed initially.

#### 5.4.11 PUBLIC PARTICIPATION & COMMUNICATION

##### Description

The public participation process involved the Planning and Zoning Commission, City Council, regional agencies and citizens of the community and parks, city department directors, businesses, industrial leaders, etc.

##### Process

The input and feedback of the community was vital to the crafting of the plan for Cedar Park and paramount for the plan's approval. Lively debate and extensive public dialog with community groups, associations and individuals helped ensure that the resultant plan is indeed a plan for all Cedar Park.



We involved the community in a variety of venues. For information about the planning process, about meetings, hearings or events we relied on input from the City Planning Department and City Manager for proper procedures and processes. However, we also explored other techniques and opportunities such as a citizen input hot-line or web site to request information and publications or to record comments or speak to a planner.

Early on, we established key dates for meetings with community, civic, business and other groups to help capture their vision and discuss the plan's proposals as they developed. At approximately midpoint in the planning process, we began a series of community workshops in a dedicated "vision room" for hands-on idea development and evaluation of the plan's proposals. Dates and locations were published in the community newspapers and posted on the web site or hot-line.

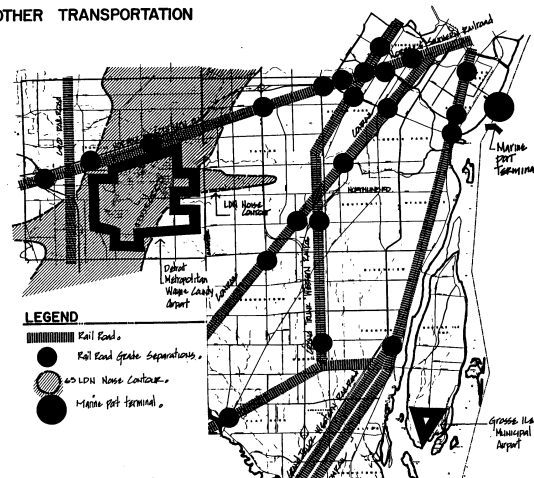
**This is to be a true community effort and the input of all of Cedar Park was vital to the effort's success.**

#### 5.4.12 GIS COORDINATION

##### Description

The Comprehensive Plan process used Geographic Information Survey (GIS) capabilities for mapping purposes, and served to enhance the City's current GIS program. Existing digital data and limited supportive attribute information was provided by the City. Inventory and final products were provided in a compatible digital format and developed in close coordination with the city's GIS department. All digital products and attribute information produced during the course of the study are capable of being readily incorporated into the City's GIS program.

OTHER TRANSPORTATION



## 5.5 GEOGRAPHIC INFORMATION SYSTEMS

### Why GIS?

GIS image processing and analysis was initiated for the City of Cedar Park to validate and build a case for future land use planning and to support City decisions in the future. The goal was to produce site opportunities and constraints maps, digitally, before planning was initiated. These maps provide the foundation and direction for land use planning. Contemporary image processing and scanning was used to create inventory and analysis maps, which are the base information for composite mapping. The process is called remote sensing (RS). RS has the potential to provide an important source of data required to manage and document City related assets for properties ranging from 30 acres to 30,000 square miles. Satellites and aerial imagery allow the acquisition of detailed, site specific and synoptic information about a given property. RS utilizes state-of-the-art technologies that provide electronic sensors and cameras capable of measuring visible and non-visible radiation with great sensitivity, accuracy, and resolution. RS provides valuable site data that vector or paper maps simply cannot provide.

Data from satellites, together with remotely sensed data acquired by airborne multi-spectral digital scanners and cameras, could constitute an important element in city related asset and resource management. This data will be best utilized when incorporated into an efficient GIS system for data storage, processing, and retrieval. GIS processing, combined with remote sensing, could give the City a comprehensive database capable of providing data for decisions and validating planning scenarios. The initial delineation of land cover, soils analysis and other aspects of the City is just the beginning of the "value-added" data that GIS could bring to planning Cedar Park. This data could be reused for future change detection analysis, environmental monitoring, and city management. Change detection and monitoring is an accurate digital asset management tool for delineating environmental shifts on a given piece of land over time. The digital aerial data could also minimize extensive engineering field work for future projects and will serve as an accurate "back-drop" for existing Intergraph CAD base files to be updated. Updates could include: vegetative cover, agricultural use patterns, urban patterns, erosion patterns, rock outcroppings, sediment and flooding due to construction and development, surface water changes, saturated soils, open space corridors, watersheds, streams, and other site related categories that are currently unavailable on Cedar Park vector CAD data maps.

Using Geographic Information Systems (GIS) to investigate alternative "land use" futures for Cedar Park require there be "stable" geographic base maps. The selected alternative for the "Planning Scale" base map is the United States Geological Survey (USGS) 7.5 minute Quadrangle map. The Cedar Park Study Area is contained within six USGS Quadrangle maps: Jollyville, Leander, Nameless, Mansfield Dam, Pflugerville west, and Round Rock. The Cedar Park ETJ is actually contained within two Texas Counties, Travis and Williamson. The USGS paper base maps are created using the Latitude and Longitude Coordinate System (Lat. / Lon.), that means every location (on the paper maps) is described using Lat. / Lon. Coordinates. Every highway, railroad, or house is "fixed" on the paper maps by Lat. / Lon. Coordinates. To make digital mapping more useful the USGS uses "another" map projection system called UTM Coordinate System. It is essentially the same as Latitude and Longitude except all measurements are in meters, and not Degrees, Minutes, and Seconds.

The team coordinated the acquisition of the digital photos and the digital data to begin the GIS inventory phase of the project. Images were ortho-corrected, and then combined together into one digital map file as the primary base to be rectified to the City's existing CAD data. The images were cleaned-up and filtered to create the highest quality achievable from 10-meter data. The resolution of the aerial data is at 10-meters. All maps created from the aerial data were also at a 10-meter resolution. The degree of error is a maximum of 30 feet over 30 square miles.



Once the digital aerial data was cleaned and rectified, it was translated and imported into the ERDAS GIS environment for supervised classification of the image. The land-cover classification has the following attributes: wetted perimeters, large trees, small trees, open grass, water, wetland, saturated soils, rock outcroppings, marshland grasses, planted grasses, pavement, buildings, gravel, sand, urban or built land, agricultural activity, transportation corridors, and eroded soils. The street and parcel data was then overlaid on the land-cover map.

The Soil Conservation Service (SCS) data was inventoried and re-coded for several development maps. The development maps include: capability for urbanization, capability for septic tanks, flooding from runoff, erosion, agricultural soil loss, game habitat loss, game travel way interruption, and flood plain analysis. The soils data was flexible enough to accommodate criteria set by the City to create thematic maps for planning and analysis purposes.

Once the two base information maps were isolated into thematic layers, suitability analysis maps were prepared. Suitability analysis maps are proximity searches to major land features and resources. One question might be: "How close do we zone industry to major existing tree corridors and streams?" The answer might be a range that is divided into adjacent, close, distant, and far. The suitability maps comprehensively analyzed all major land features and guided the planners for a more responsible and suitable zoning plan for the City.

The suitability maps were combined with the capability maps to create a composite land planning and development map. This combination created the site opportunities and constraints map. Several scenarios were queried depending on the type of land use being searched. For example, the criteria for industrial parcels was very different from the criteria for residential parcels.

The resulting GIS data in ERDAS Imagine 8.3 format constituted a deliverable product to the City for incorporation into their GIS system. It is recommended that the City acquire additional GIS software to make the best use of the processed GIS data.

## 5.6 TOWN MEETING ANNOUNCEMENT

Community Planning for Cedar Park, Texas

Town Meeting

### **Proposed Agenda**

Guests: Representatives of the Comprehensive Planning Team of:

- PageSoutherlandPage architects/engineers/consultants
- Angelou Economic Advisors Inc.
- WHM Traffic Consultants

The Comprehensive Community Plan process for Cedar Park has begun...

...and together we can set the vision for our community into the next millennium.

Your input is vital to the success of the plan!

Please join us and the planning team of PageSoutherlandPage for a vision session as we begin a 10-month process to set the standards for our future.

This is one of a series of meetings the team will be having with a wide range of community representatives in Cedar Park. These meetings have a very open and interactive format, and encourage your participation.

#### **I. Introduction to Community Planning**

**Lewis T. May, FASLA**  
*Project Planning Director*  
*PageSoutherlandPage*

#### **II. A Snapshot in Time**

- Cedar Park Today

**Jon M. Roberts**  
*Director of Economic Development*  
*Angelou Economic Advisors Inc.*

#### **III. Vision Session**

to gather the participants'

- issues
  - concerns
  - suggestions
  - and long term vision
- for Cedar Park today and into the future

**Kurt Neubek, AIA**  
*Director of Strategic Services*  
*PageSoutherlandPage*

# Comprehensive Planning for Cedar Park

**Your input is vital to the success of the plan!**

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

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Cedar Park Comprehensive Plan

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Cedar Park, Tx. 78613  
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